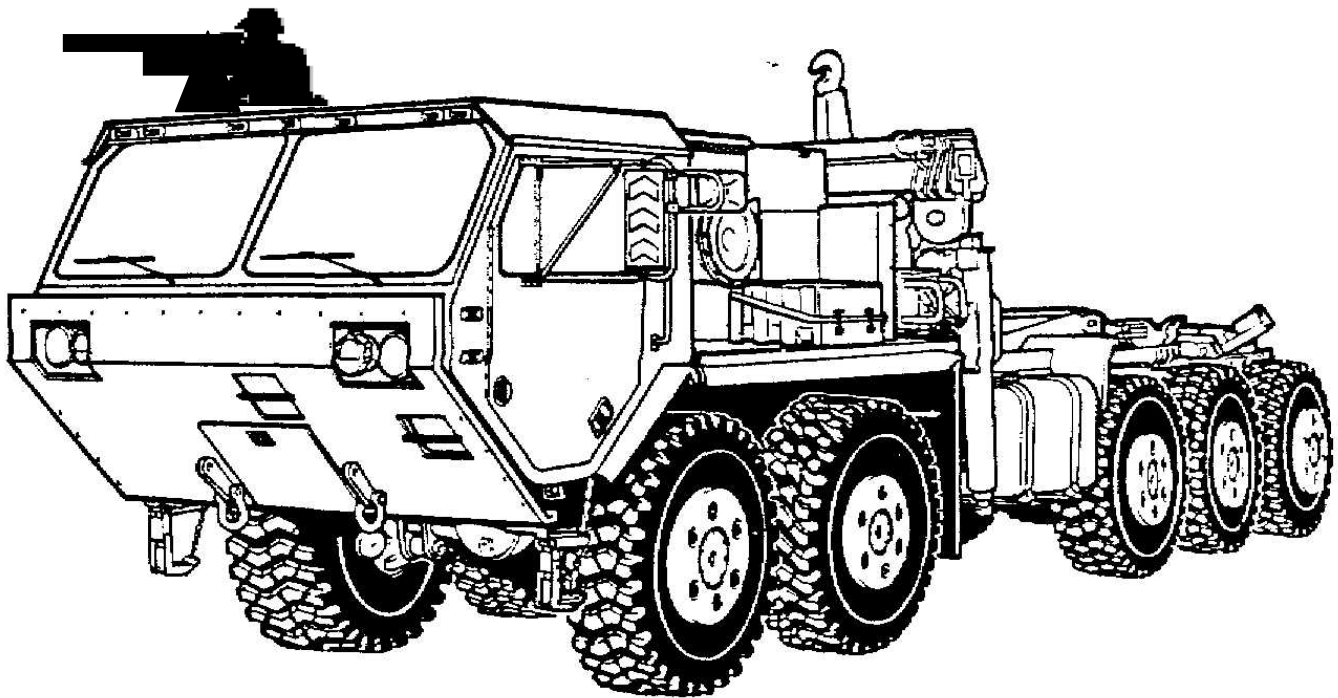


# CONVOY LEADER HANDBOOK



**Revision IV**  
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## **Preface**

The purpose of this handbook is to provide a field guide for convoy leaders conducting transport operations in support of Operation Iraqi Freedom. The focus is on planning and preparing for combat to counter Level I and II threats. This handbook is based on doctrine, tactics, the techniques found in references listed below and on experience gained from units participating in Operation Iraqi Freedom.

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# Chapter One

## Convoy Troop Leading Procedures

**1-1. General.** Convoys conducted on the modern asymmetrical battlefield are combat operations. While their purpose may be to deliver people or supplies from one point to another, the convoy planner must assume that his convoy will encounter enemy attempts to disrupt movement or inflict damage and casualties. Therefore, a convoy should be planned and prepared using the same techniques that are used in any combat arms operation; Troop Leading Procedures (TLPs). These TLPs have been proven in combat to provide leaders with detailed and effective procedures for developing, issuing and preparing for a sound tactical plan. Using TLPs will insure that all key tasks are accomplished, making maximum use of the leader's most critical resource - time. While TLPs are standardized throughout the Army, this chapter will discuss how they are tailored to specifically fit convoy operations.

### **1-2. Convoy Troop Leading Procedures.**

- |                            |                           |
|----------------------------|---------------------------|
| 1. Receive the Mission     | 5. Reconnoiter            |
| 2. Issue the Warning Order | 6. Complete the plan      |
| 3. Make a tentative plan   | 7. Issue the convoy brief |
| 4. Initiate Movement       | 8. Supervise              |

**1-2.1. Receive the Mission.** The convoy commander may receive the mission in a warning order, an operations order (OPORD), fragmentary order (FRAGO), Transportation Movement Request (TMR), or verbally due to shortage of time.

- The convoy commander should ensure he completely understands the mission and tasks involved. He takes this opportunity to ask clarifying questions and seeks further guidance if necessary.
- The convoy commander should then quickly analyze his unit's current capability to accomplish the assigned task. "See Yourself" means making a rapid assessment of any problems (people, supplies or maintenance) that could jeopardize the mission. If the issues are serious enough to require assistance from the commander, he should be informed immediately.

**1-2.2. Issue the Warning Order (WARNO).** Warning order(s) are issued to insure that subordinate leaders of elements have key information they need to maximize their preparation time. The convoy commander may issue multiple WARNOs as he receives additional information or changes from higher. A fill in the blank WARNO along with implementing guidance is provided in Appendix A.

**1-2.3. Make a Tentative Plan.** A simplified approach to tactical analysis and planning makes use of the following basic considerations of **Mission, Enemy, Terrain / Weather, Troops / Equipment, Time available and Civilians on the Battlefield (METT-TC)**.

- **Mission.** The convoy commander must review, then plan to execute all of the tasks and guidance found in his higher operational instructions and commanders intent. Essential or priority tasks should be determined. Any restrictions or limitations must be considered in and applied (detours, restricted routes, rules of engagement (ROE)).

- **Enemy.** Convoys are generally conducted in familiar areas (continuous operations in assigned AOs). This permits units to develop detailed records of historical information concerning enemy activity along frequently traveled routes. A pattern analysis of intelligence is necessary for understanding and reacting to the threat(s). All leaders and personnel of units conducting convoys must be thoroughly knowledgeable and current on the threats they face.

#### **Types of Threats to Convoys**

- Improvised Explosive Devices (IEDs)
- Vehicle Borne Explosive Devices (VBEDs)
- Mines
- Sniper (small arms / rocket propelled grenade (RPG))
- Ambushes (open /blocked)

**Threat Analysis.** Each type of threat should be further analyzed to be fully understood.

- Capability. Weapon(s) / Device(s) and Effective Range
- Organization / Strength
- Times
- Location. A continuous pattern analysis of historical contacts along frequently scheduled routes provides excellent indications where increased patrolling between convoys and increased vigilance during convoys must occur.
- Photographs / Diagrams. These provide a leader and soldier with an ability to visualize the threat and better prepare themselves to avoid them.

**Unit Intelligence Responsibilities.** Units must actively record and analyze the threats in their AO. Relying solely on intelligence from the Battalion S-2's analysis is only a starting point. Convoys who see routes on a daily basis and are debriefed regularly will provide much more detailed information. Tasking an operations NCO at the company level to provide this intelligence support to convoy commanders will insure that hard won, detailed and current intelligence is disseminated to the individuals who must face the threats. Recommendations include:

- Developing route specific battle books that focus on the actual threat(s) and pattern analysis being employed along frequently traveled routes
- Threat "Hot Spots" should be further identified on the strip map(s) issued to convoys.
- For leaders and soldiers to become thoroughly familiar with the threat in the area of operation (AO), regular briefings must be conducted. This cannot be accomplished solely during convoy briefings.
- Tactical risk management begins here as unit leaders identify the hazards and implement control measures to lower the risks based upon what they know about the specific threat.

- **Terrain.** Normally leaders focus on the standard military aspects of terrain for combat operations, OCOKA:
  - **O**bservation / Fields of Fire
  - **C**over and Concealment
  - **O**bstacles
  - **K**ey Terrain
  - **A**venues of Approach

While this traditional approach is occasionally necessary during convoy operations, the primary focus should be the route.

This analysis cannot be accomplished using only a map. Combat Imagery Base (CIB) products, available through Battalion S-2 imagery channels are additional tools, but nothing substitutes for a thorough ground reconnaissance. Detailed notes should be taken that pertain to navigation, trafficability, congestion and the threat. The primary method for providing information concerning the route to convoy leaders is the strip map. These sketches are easily developed, refined and produced. For long haul routes, they should be constructed at high levels of command, but maps for local short haul routes are ideally produced at battalion or lower levels. Appendix E provides a detailed example and discussion of information that should be included on a strip map. It should be issued to every vehicle in the convoy.

**Weather.** Terrain and weather analysis are inseparable. During the review of the terrain, the effects of weather should be factored in. In this sub-step, weather analysis evaluates the weather's direct effects on a convoy's operation. The military aspects of weather are:

Visibility	Winds
Precipitation	Cloud Cover
Temperature	Humidity

**Light Data.** The following information concerning light data should be collected and reviewed prior to each operation. The effects of light could provide advantages to the threat.

- **Beginning (of) Morning Nautical Twilight (BMNT) and End (of) Evening Nautical Twilight (EENT)** is defined as the first and last time of the day that an individual soldier can engage a target at the maximum effective range of his weapon system unaided.
- **Percentage of Illumination** is defined as the percentage of illumination present based on the moon. An example would be ¼ moon is 25%, ½ moon is 50% and full moon is 100%. In order to analyze illumination, there is also a requirement to understand Moon-Rise (MR) and Moon-Set (MS). During the hours of darkness, before the moon rises and after the moon sets, percentage of illumination is 0%.

- **Troops / Equipment.** Here the convoy commander again attempts to “See Yourself” by analyzing the positive or negative affects of the factors listed below. Any limitations noted result in increased risks for the convoy and should be mitigated during the preparation or execution phase.

<b>Troops</b>	<b>Equipment</b>
Rest / Morale	PMCS feedback
Mission / Route Experience	Hardening vs. Enemy Risk
Convoy Training	Weapon Maintenance
Convoy Weapon Employment Experience	Ammunition Available
Gun Truck / Security Experience	Pyrotechnics Available
Tasked Training / Experience	Communication Systems
Troop / Leader Experience	Medical Assets / Equipment

- **Time (available).** See discussion of timeline in Appendix C.

- **Civilians on the Battlefield (COB).** Heavy civilian presence in operational areas will be a major complicating factor along any convoy route. The potential interference may vary when considering the types of potential civilian activity:

Active Insurgents  
 Criminals (Pilferage / Theft)  
 Sympathizers (non-lethal harassment such as children throwing rocks)  
 Unwilling Accomplices  
 Innocent Bystanders  
 Vehicle Traffic  
 Legitimate Armed Police / Militia  
 Civilian / Government Property

Reconnaissance of routes can identify where this activity may be most prevalent or dangerous. Historical data on problem areas should be collected, recorded and used to develop methods of avoiding civilian casualties and damage to private property. A concerted effort must be made to insure that all soldiers understand applicable Laws of War (LOW) and CFLCC Rules for use of Force, particularly for use of deadly force. CFLCC ROE emphasizes four broad principles:

- Attack Enemy Forces and Military Targets
- Spare Civilians and Civilian Property if Possible
- Conduct Yourself with Dignity and Honor
- Comply with the Law of War, If you see a violation, Report It.

Additional classes should be conducted within the unit to foster a detailed understanding of the Laws of War and CFLCC Rules for use of Force. Appendix G provides a discussion of LOW, the CFLCC ROE and a series of vignettes currently used by the 1<sup>st</sup> Armored Division in Baghdad, Iraq. Convoy planners must emphasize these requirements during every convoy briefing.

A decision to engage is an operational decision that must be made by individual soldiers within seconds from a rapid moving convoy. The principles and vignettes previously indicated provide a general understanding of when to shoot. When faced with hostile action on the move, in close proximity to innocent civilians; an individual decision to shoot should be based on a rapid analysis of two factors:

- **Risk to yourself and convoy.**
  - Sniper or RPG gunner aiming or shooting a weapon within 100 meters and surrounded by civilians – **HIGH Risk to Yourself or Convoy**
  - Individual aiming a rifle at a distance greater than 100 meters surrounded by civilians – **LOW Risk to Yourself or Convoy**

- **Your ability to hit an enemy threat without endangering civilians in the area.**
  - You are stationary or moving slowly, there is a clear path to the enemy threat – **HIGH Probability of Hit**
  - You are moving rapidly, your enemy threat is in close proximity of innocent civilians – **LOW Probability of Hit**

If risk to yourself or convoy is HIGH and your probability of hitting the enemy threat is HIGH, an individual should engage. If the risk to yourself or convoy is LOW and the probability of hitting the enemy threat is LOW, an individual should not engage.

- **Initiate Movement.** During the preparation period it may be necessary to move elements of the convoy for refueling, rearming or to pickup loads. The convoy should schedule these moves in the timeline and delegate execution to subordinate leaders so that convoy planning is not disrupted.
- **Conduct Reconnaissance.** See discussion on terrain.
- **Complete the Plan.** All convoy briefings are verbal orders, however, a number of planning products should be completed and used during the briefing. Examples of each with preparation guidance are listed below.
  - ❑ Appendix B - Manifest
  - ❑ Appendix C - Timeline
  - ❑ Appendix E - Strip Map
  - ❑ Appendix F - Convoy Briefing Format (5 paragraph convoy order)
  - ❑ Appendix H - Convoy Commander Risk Management Card
  - ❑ Appendix I - Risk Reduction Worksheet
- **Issue the Operations Order (Convoy Brief).** A site conducive to giving an order for a combat operation must be determined and properly set up for the convoy brief. This site should support the use of multiple visual aids such as charts, map blow-ups and a whiteboard/butcher board. The motor pool is not a satisfactory location. The convoy commander must prepare carefully and rehearse the presentation with all visual aids. Maintaining eye contact, speaking clearly so that everyone can hear and using visual aids professionally is essential to properly communicate mission essential details. If the briefing is presented as if a general officer were present, it will meet the standard. Reading written notes is an unacceptable practice. All convoy orders should be concluded with confirmation back briefs by subordinate leaders.
- **Supervise Execution.** Every aspect of preparation for a convoy should be supervised. The convoy commander and assistant convoy commander cannot accomplish this without the assistance of all subordinate leaders and NCOs. When the timeline is developed, delegation of key supervisory tasks should be planned for and scheduled.

## **Chapter Two**

### **Convoy Task Organization**





- 2-1. General.** Convoys are planned to organize and control road movements. This includes tactical movement of combat forces, tactical movement of logistics units and the movement of personnel, supplies and equipment to support forces in combat. For the purpose of this discussion, a convoy is a group of vehicles (2 to 20 vehicles) organized under a single commander / leader for one of the purposes stated above. There is no intent here to cover administrative convoy procedures (loads, routes or activities at the destination). The considerations provided here pertain to organizing for combat. Once the organization of the convoy has been decided it becomes the convoy manifest (See Appendix B).
- 2-2. Key Personnel/Teams and Functions/Locations.** All of the personnel and team functions described here pertain to any size convoy. Depending on the number of vehicles involved, multiple duties may be performed by a single vehicle crew.
- **Convoy Commander (CC):** The single leader charged with responsibility for the planning, preparation and execution of a convoy. The CC will normally position himself well forward in the main body, but is free to travel or move to any location that will enhance his ability to command and control the convoy.
  - **Assistant Convoy Commander (ACC):** 2IC and charged with the responsibility for logistical support of the convoy during preparation and execution. In coordination with the CC, the ACC will insure that all classes of supply are planned for and issued, that maintenance of vehicles, communications, weapons and other key equipment is checked and that medical preparations to treat and evacuate casualties are accomplished. During convoy execution, the ACC will be in charge of the rear element monitoring rear security and overwatching the trail elements of the convoy. He will assist the CC in controlling the rear gun truck if one is assigned. He will direct casualty treatment and evacuation teams and will supervise recovery operations.
  - **Lead Vehicle Commander (LVC):** The LVC is responsible for navigation, speed and interval of the convoy based on the guidance in the convoy brief and the situation on the ground. He should be an experienced leader who is familiar with the route. He will be in charge of the forward element monitoring forward security. He will assist the CC in controlling the lead gun truck if one is assigned.
  - **Combat Life Savers (CLS) / Medics:** The Combat Life Savers / Medics are responsible for rendering medical treatment and supervising evacuation of casualties. If possible, multiple CLSs should be assigned dispersing assets throughout the convoy and assigning them responsibility for designated vehicles in order to speed medical attention. If limited, CLS assets should always be positioned in the rear of the formation in order to better support the contacts anywhere in the convoy.
  - **Aid and Litter (A&L) Team:** The Aid and Litter Teams of two soldiers each are responsible for providing buddy aid, preparation of casualties for movement and/or evacuation under supervision of the CLS. If possible, multiple teams should be assigned, dispersing assets throughout the convoy and assigning them responsibility for designated vehicles in order to speed medical assistance. If limited, teams should always be positioned in the rear of the formation in order to better support the CLS. CLS personnel should not be assigned to an aid and litter team. They should focus on treatment.

- **The Landing Zone (LZ) Team:** The LZ team is responsible for selecting, securing, clearing, establishing and marking the LZ site. If possible, assign an alternate team.
- **Recovery Team:** A vehicle(s) should be designated to assist with maintenance and recovery along the route. Ideally it would be a wheeled maintenance and recovery vehicle with maintenance trained personnel as driver/TC. If that is not possible, the vehicle should be capable of towing any vehicle in the convoy and be equipped with chains, tow cables and tools that may be required to provide minor repairs and recovery. The personnel assigned to this vehicle should have practiced hasty recovery prior to SP. This vehicle is normally the next to last vehicle in the convoy if there is a rear gun truck. If it is the last vehicle, it must have a rear guard with an automatic weapon to provide protection to the rear of the convoy.

**2-3 Convoy Organization / Order of March:** Convoys are generally organized in three elements: the lead, main body and trail. The lead element consists of the lead gun truck (if available) and the LVC. The main body consists of the majority of the vehicles in the convoy with the CC traveling well forward in this element. Petroleum or ammunition vehicles should be separated throughout this element. Heavier and slower vehicles should be forward in the main body to assist in gauging/maintaining convoy speeds. For large convoys, multiple CLS/Aid and Litter Teams and additional gun trucks should be dispersed throughout this element. The trail element consists of CLS/Aid and Litter Team, the recovery vehicle, the ACC and the rear gun truck. How key personnel and teams might be organized in an order of march for 4, 8 and 20 vehicle convoys is illustrated below:







#### 4 Vehicle Convoy

LVC  
(AUTO WPN /  
GUNTRUCK)  
CC / CLS  
A&L / LZ Team  
ACC / RECOVERY  
AUTO WPN / GUNTRUCK



















#### 8 Vehicle Convoy

LVC  
(AUTO WPN / GUNTRUCK)  
CC  
CLS  
A & L / LZ Team  
RECOVERY  
ACC  
AUTO WPN / GUNTRUCK

#### 20 Vehicle Convoy

GUN TRUCK  
LVC  
LZ Team  
CLS  
A & L Team  
CC  
RECOVERY  
LZ Team  
GUN TRUCK  
A & L Team  
CLS  
ACC  
RECOVERY  
GUN TRUCK

## **Chapter Three Battle Drills**

### **Section 1 Rehearsals**

The primary factors that will influence a convoy's successful reaction to enemy contact is the understanding and practicing of tactics, techniques and procedures (TTPs) developed based on extensive lessons learned during Operation Iraqi Freedom. This handbook has captured updated information on the threat and convoy reaction techniques at unit level. These TTPs have been incorporated into the drills found in the chapter. These drills should be briefed and rehearsed by units on a continuous basis. There is rarely time enough during a convoy preparation cycle to insure that these reaction drills are fully understood by everyone assigned to a convoy. Well-planned rehearsals are a critical aspect of preparation for any combat operation.

Rehearsals insure:

- That everyone in the convoy understands and demonstrates a capability to execute the plan and essential drills.
- Misunderstanding / Disconnects concerning execution of the drills are discovered and corrected.
- All assets within the convoy and planned potential support from other combat elements in the area of operation (AO) are fully integrated.
- That confidence is instilled within soldiers that they (and their convoy) are fully prepared for combat.

Good rehearsals happen only if they are carefully planned and prepared. Initially, individual and crew drills are supervised by NCOs at the lowest level for everyone assigned to the convoy. This should be decentralized, but it must be scheduled early in the preparation cycle. The convoy commander should select the most knowledgeable NCO within the convoy to conduct final collective rehearsals. If time permits, both walk-through (Rock Drills) and mounted rehearsals with vehicles lined up in convoy movement order should be conducted. During all rehearsals on the spot corrections should be made. Each drill should be practiced until individuals, teams and crews execute to standard.

## **Section 2**

### **Gun Trucks**

Gun trucks are essential direct fire support vehicles for convoys in a combat zone. Normal command/control and logistical vehicles are manned by a TC and driver armed with M16s (occasionally an M249 SAW). Observation and sectors of fire that can be covered from these vehicle positions are limited. The left side and rear of the convoy are particularly vulnerable. Sustained suppression of targets and the capability to maneuver within unprotected convoys is non-existent. These inherent weaknesses can be off set by gun trucks provided either internally, from higher echelons or MP escorts. For the purpose of this handbook, a gun truck is so considered to be as a minimum, a vehicle with a top mounted automatic weapon capable of 360-degree observation and fields of fire.

Gun trucks may be used in a variety of ways. They can provide route security in designated areas. These vehicles can patrol assigned sectors to attack identified enemy elements in advance of a convoy. Gun trucks can provide stationary security at known danger areas or traffic control points (TCPs). When assigned to accompany a convoy, gun trucks may be used as a “Rat Patrol” traveling 1 km or more in front of the convoy to clear danger areas such as overpasses and restricted terrain. Within the convoy they can provide lead / rear security or for large serials, be dispersed throughout the order of march.

The convoy commander controls gun trucks operating in direct support of a convoy. If at all possible, gun trucks supporting a convoy should be present for the convoy brief and final rehearsals to insure complete synchronization of effort. While gun truck SOPs may be used to react quickly to various types of enemy contact, their movement, maneuver and engagements must be directed and coordinated by the convoy commander or other designated subordinate convoy leaders.

In the event of significant enemy contact against a convoy, gun trucks attempt to maneuver to the flanks of the threat positioning themselves behind cover and from a stand-off distance deliver accurate, sustained fires. This requires constant coordination with the convoy leader closest to the threat to identify precise enemy and friendly locations. As in any close encounter with the enemy, success is measured by the ability to rapidly mass fires against the threat and concurrently avoid the risk of fratricide. The Convoy Battle Drills in section 4 discuss specific actions taken by gun trucks to integrate their support of a convoy

## Section 3 Vehicle Battle Drills

### Drill 1 Driver Side Contact Drill

A driver must continuously scan and remain alert for threats within his sector of scan (9 – 1 clock position) and by observing driver side, passenger side and rearview mirrors. Early threat identification will allow the driver to more quickly place direct fire on the threat within his / her sector of fire (9 - 11 clock position) using the following weapon engagement techniques and procedures. The driver's method of engagement will be reflexive fire learned during Close Quarters Marksmanship (CQM). However, the weapon is pointed, not aimed due to the driver's primary task of controlling the vehicle. The weapon is best handled like a pistol. The right hand is controlling weapon movement and elevation by allowing the upper receiver to pivot on the driver's left arm. The weapon's rate of fire will be on semi-automatic with rapid trigger squeezes. This rate of fire is recommended as firing on burst will cause the weapon's muzzle to rise up becoming uncontrollable. This drill begins with the driver's weapon stored in its proper location in the cab (unit SOP based on type of vehicle).

1. Upon making threat contact, the driver will activate the left turn signal and announce **"Contact"**
2. The Truck Commander (TC) will place the driver's weapon into the crook of the driver's left arm by grasping the weapon by the pistol grip with the left hand and the hand-guard with the right. During placement of the weapon, the barrel should extend over the driver's left arm with the magazine located against the crook of the elbow. The TC will then announce **"Secure Weapon"**.
3. The Driver will grasp the pistol grip with his right hand and announce, **"Weapon Secure"**
4. Hearing this, the TC will release the weapon and turn to scan his sector.
5. During the engagement, the Driver will observe the threat area for 2 seconds firing rapidly on semi-automatic. He should then direct attention back to the operation of the vehicle for 2 seconds. This will continue until there is no longer a threat.
6. In the event the driver runs out of ammo or experiences a weapon malfunction, the following actions will take place:
  - A. The Driver will announce **"Out of Ammo or Malfunction"** and place his weapon on safe.
  - B. The TC ensuring his own weapon is on safe will place his weapon between the driver's body and "out of ammo or malfunction" weapon using the same weapon handling procedures and announce, **"Weapon"**
  - C. The TC will then grasp the butt stock of the "out of ammo or malfunction" weapon with their right hand and announce **"Secure Weapon"**
  - D. The Driver will then remove his hand from the "out of ammo or malfunction" weapon and grasp the pistol grip of the new weapon and announce, **"Weapon Secure"**
  - E. The TC will then remove the "out of ammo or malfunction" weapon, using two-hand control, and return to his seat.
  - F. TC is responsible for clearing misfires / reloading the drivers' weapon.

7. Following the reduction or elimination of the threat, the following actions will occur:
  - A. The Driver will place his weapon on safe and announce “**Secure Weapon**”.
  - B. The TC will grasp the weapon with both hands and announce “**Weapon Secure**”
  - C. The Driver will then place his firing hand back onto the steering wheel, resume scanning and turn-off the turn signal.

## Section 3 Vehicle Battle Drills

### Drill 2 Truck Commander (TC) Contact Drill

The TC must continuously scan and remain alert for threats within their sector of scan (11 - 3 clock position). Early identification will allow the TC to more quickly achieve proper body position and place effective suppressive fire on the threat within his / her sector of fire (1 – 3 clock position) using the following drill.

1. Once a threat is identified, the TC will announce the threat to the driver (activate right turn signal) while attempting to engage the threat with suppressive fire within his sector of fire (1- 3 clock position) using proper weapon engagement techniques.

- A. **Body Positioning.** TC should attempt to achieve a position that allows maximum stabilization inside the cab. This must be practiced until the individual is comfortable depending on the type of vehicle and equipment in the area of the TC.
  - Firing shoulder should be the same side the individual normally uses.
  - In order to achieve rapid effective aim, the weapon is brought up to the head (the head should not drop down).
  - The firer should insure his elbow is down against his body in order to assist in locking the weapon into the crook of the shoulder.
  - Individual firers should use the back of the seat for support to maximize the individual's sector of fire and assist with stabilization.
  - Firing to the rear (beyond 3 o'clock) should be limited as it causes the individual to shift too far forward on the seat and prevents observation of his sector of scan.
- B. **Point of Aim (POA).** If the threat is stationary and the shooter is moving, POA will be to the right of the threat in order to allow the momentum of the shooter's rounds to drift left into the threat. A shooter's POA in reference to elevation will always be low (or short). First, this allows the shooter to see the impact of his rounds and quickly adjust his fire. Short rounds cause ricochets and flying debris that can force the threat to seek cover. Last, it provides an effective control measure to limit the risk of civilian casualties and/or property damage.
- C. **Rate of Fire.** All personnel other than drivers should engage threats with 3-round bursts. Bursts should be triggered rapidly because of dispersion caused by speed of vehicle and limited time to engage.

## Section 3 Vehicle Battle Drills

### Drill 3 Exit / Enter the Vehicle Crew Drill

It is essential to establish and practice a drill to sustain suppressive fire and provide maximum protection for personnel from threat contact in halted vehicles. This drill is written for vehicles with two personnel. If there are other occupants, the drill should be modified as needed and rehearsed. The non-contact side occupant and contact side occupant could be personnel on either side of the vehicle.

1. Exit the vehicle

- A. The occupant on the contact/threat side of the vehicle identifies the threat and establishes or maintains a base of fire using the burst method.
- B. The non-contact side occupant, ensuring his / her weapon is on safe, exits the vehicle first maintaining as low a profile as possible and moves toward the front of the vehicle/location that provides both cover and allows engagement of the threat. Engagements while dismounted should be on semi-automatic to conserve ammunition. At this time, this individual should announce “**In Position**”.
- C. At this time, the contact-side occupant ceases engaging and, ensuring his weapon is on safe, exits vehicle through the non-contact / threat side door. Once on the ground, this individual will then move toward the rear of the vehicle/location that provides both cover and allows engagement of the threat. At this time, this individual should announce “**In Position**”. He will now engage on semi-automatic.
- D. Both Driver and TC will occasionally scan the area to their rear to insure there is no threat from that direction.

2. Enter the vehicle Once determined by the convoy leadership or the crew that it is now time to enter the vehicle, the following actions will occur:

- A. The non-contact / non-threat side occupant will continue to engage or observe the threat location.
- B. The contact-side occupant ensuring his weapon is on safe moves to the non-contact side door and while maintaining a low profile enters the vehicle. Once positioned in the contact / threat side seat, this individual will then either provide cover by fire, maintain observation of the possible threat or if he is the driver, prepare the vehicle for movement. The contact / threat side occupant will announce “**In Position**”
- C. At this time, the non-contact / threat side occupant, ensuring his / her weapon is on safe, moves to the non-contact side door and maintaining a low profile enters the vehicle. Once positioned in the non contact / threat side seat, this individual will then either provide cover by fire, maintain observation of the possible threat or prepare the vehicle for movement.

## **Techniques and Procedures for Vehicle Drills**

- ✓ Class V individual load should be 210 rounds on the individual and another 210 rounds stored in the vehicle to provide a method for quick resupply.
- ✓ Magazine and ammunition maintenance should occur each time the weapon system is cleaned. Proper method to unload magazines is to push rounds from the magazine as the bolt would. Improper unloading spreads the lips of the magazine causing double feeds. Majority of all M16/M4 malfunctions are magazine faults.
- ✓ Uniform and equipment should be closely examined as unnecessary items will interfere with body positioning, weapon engagement procedures and possibly cause soldiers difficulty exiting vehicles. Minimum equipment should be flak vest, Kevlar, first-aid pouch with two field dressings (entry and exit wounds), two ammo pouches, and specialty-tasked equipment.
- ✓ Ammunition should be either located in fragment vest pockets or ammunition pouches attached to the fragmentation vest. Ammunition stored any other place will disrupt a shooter's body position and view of sector when changing magazines. Magazine changes should be practiced until this task can be rapidly accomplished without looking
- ✓ Driver weapon positioning in the cab must be stored in a location to insure the TC can get to it with minimal effort.
- ✓ Equipment in the interior of the vehicle must be stored in a manner to leave a clear lane for all personnel to dismount to either side.
- ✓ Additional items that must be dismounted include combat life saver (CLS) bag, dismount radio systems and additional ammunition should be located within arm's reach while in vehicles.
- ✓ M249s / M203s are not recommended for driver side engagements.
- ✓ Driver's awareness of the hazards with operating a vehicle and employing a weapon simultaneously should be discussed and practiced while moving in order to understand the hazards. This can be practiced without firing in stationary and mounted rehearsals.
- ✓ Driver's conducting engagements will have hot expended casings being thrown against the windshield and into the seat area. Sleeves should be down at all times. M16A1s should have brass deflectors for the driver's weapons in order to control expended cartridges. Newer weapons do not require a brass deflector as it has already been molded into the upper receiver.
- ✓ If threats appear on both sides, the TC will make the decision on which side of the vehicle will require priority effort.
- ✓ Individuals should not use the door window frames for support as this will transfer all road vibrations and affect aiming. Individuals should also not attempt to tie weapons to the top of door frames (door gunner) as this will prevent the weapon from being removed or adjusted based upon the situation.
- ✓ All occupants of a vehicle should be seat belted until contact occurs. The TC will have to release his seat belt to fire effectively or support the driver.
- ✓ The TC and the driver should make the decision on what position or location provides cover when dismounted especially if contact is on both sides.
- ✓ Priority of effort should be to suppressing the threat when casualties occur. When halted, all efforts should be made to extract casualties to the ground.
- ✓ Dismounted engagements permit stable support positions for fires requiring well aimed semi-automatic engagements.
- ✓ Some permanently mounted equipment may prevent occupants from exiting the safe side of the vehicle. An option is to exit on the threat side and roll under the vehicle to the safe side. Extreme care should be used to run around the vehicle because of potential fratricide.
- ✓ 360-degree security must be maintained at all times around vehicle(s) halted. The terrain will normally dictate that some individuals are positioned to cover an unidentified threat.

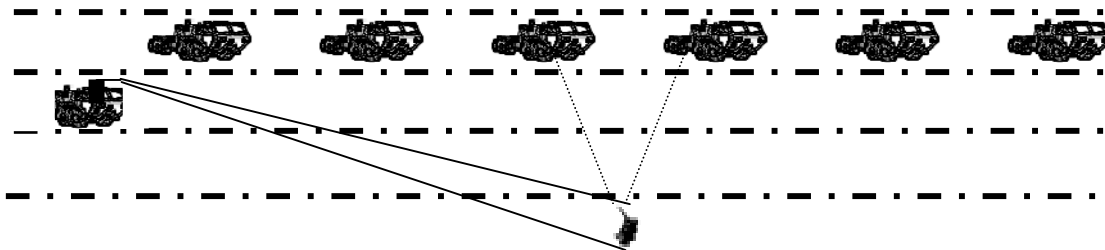
## Section 4

### Convoy Battle Drills

#### Drill 1

##### React To Contact / Threat (Maintaining Movement)

This drill is designed to establish procedures for actions to be taken by a convoy when confronted with enemy contact. This threat can range from direct weapons fire, rocket propelled grenade (RPG) fire, improvised explosive devices and/or indirect fires. The intent is to maintain movement and speed in order to reduce exposure and deny the threat the ability to effectively engage the convoy.



1. Continuously observe sectors of scan.
2. Place suppressive fire on the threat using individual weapon engagement techniques provided in Vehicle Battle Drills, proceed through the contact zone increasing speed and interval and take caution not to bunch up.
3. Activate vehicle turn signal to indicate direction of contact (Primary).
4. Report contact on internal communication(s), identifying truck number, type of contact and clock direction.
5. Gun trucks maintain front and rear security of the convoy as the convoy continues movement through the contact zone. Engagement of the threat should occur without effecting the gun truck's or the convoy's momentum. If gun truck(s) are required to reposition or stop in order to engage they will assume their original position(s) when the convoy passes out of the contact area.
6. Convoy leadership submits SALUTE report to higher.
7. Convoy will proceed to Rally Point "Forward" (Approximately 2 miles distant from the contact zone).
8. Any vehicle with a casualty will maintain momentum and activate four-way flashers. If possible, the uninjured occupant will notify convoy leadership using communication systems.

#### Techniques and Procedures:

- ✓ Drivers must remain focused on the vehicle to their front and rear as they may be unaware that contact has occurred. Maintain interval and be ready to execute sudden maneuvers if vehicles to the front are forced to stop.
- ✓ Activation of the turn signal should be only while the contact / threat is in each vehicle's sector, this will assist personnel to quickly focus on the exact location.

- ✓ Reporting should be second in priority to engagement of the threat. When reporting within a convoy, call signs should be designated vehicle positioning (first vehicle is Truck 1, second is Truck 2, etc.). This allows personnel to quickly identify the location of concern.
- ✓ Reports should be accurate and concise (who, what, where, and when).
- ✓ Convoy commanders should submit a request for MEDEVAC as soon as there is an indication of a serious casualty, do not wait till reaching the rally point. A specific grid can be transmitted later.

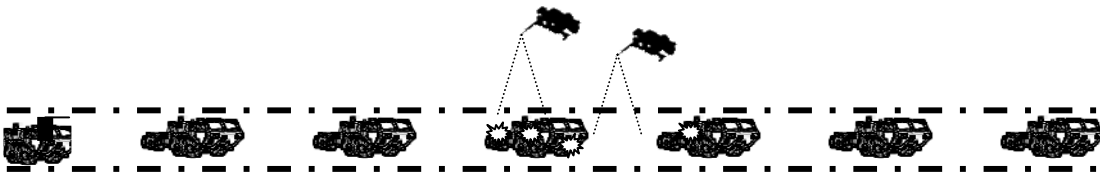
## Section 4

### Convoy Battle Drills

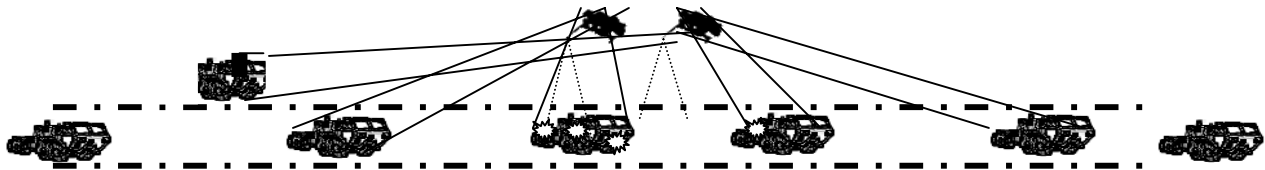
#### Drill 2

#### Convoy Forced To Stop

This drill is designed to establish procedures for actions to be taken by a convoy when forced to stop because of severely damaged vehicles and / or serious injury to a driver. This contact / threat can range from threat direct weapons fire, rocket propelled grenade (RPG) fire, improvised explosive devices and / or indirect fires. The intent of the drill is to prevent further injuries / damage and allow the convoy to quickly exit the contact zone. While this drill identifies basic procedures, the location of the contact within the convoy, the specific threat and friendly casualties will require convoy leaders to make timely decisions and issue rapid FRAGOs to adjust this drill.



1. Vehicle(s) forced to stop will return fire and exit the vehicle.
2. All other vehicles in the convoy will stop and where possible return fire / exit the vehicle. Once dismounted the convoy will rapidly gain fire superiority using well aimed semi-automatic fire from both flanks of the threat.
3. Vehicle(s) not in direct contact will report on internal communication if possible, identifying truck number, type of contact and clock direction.
4. Convoy leadership will reposition to better assess the situation and reposition gun truck(s), using standoff range, to increase the volume of fire in the contact zone from multiple directions.



5. Once convoy leadership determines the convoy has either gained fire superiority or defeated the enemy threat, a decision to execute CASEVAC / Recovery Drill will be made by the senior convoy leader. Pre-determined destruction criteria should be established during planning to expedite operations when recovery is not possible.
7. If the convoy leadership determines the convoy cannot gain fire superiority or eliminate the threat, the leadership will then break contact from the kill zone.

### **Techniques and Procedures**

- ✓ Leaders outside the contact zone must establish 360 degrees security and be aware of second potential threat from a different direction.
- ✓ Conservation of ammunition is important. All personnel once dismounted should be engaging with weapons in the semi-automatic mode and engage only visible threat targets.
- ✓ An attempt should be made to recover all weapons and sensitive items from vehicles that are non-recoverable and/or being abandoned prior to breaking contact.

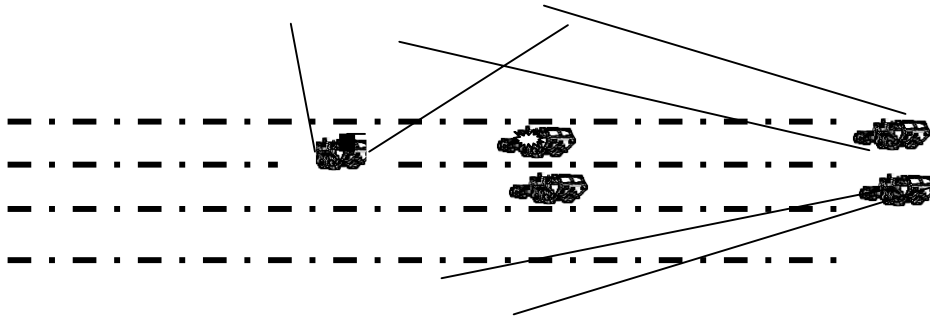
## Section 4

### Convoy Battle Drills

#### Drill 3

#### CASEVAC and Recovery Drill

CASEVAC is defined as the removal of casualties from a high-risk situation or area. Personnel will not be able to provide immediate aid until fire superiority has been established. Once fire superiority is achieved, extraction and movement of casualties will often require field expedient procedures. Recovering vehicle(s) from the contact zone should be conducted with hasty recovery procedures.



1. Once the convoy leadership determines that the area in the vicinity of the casualty(s) and/or disabled vehicle(s) is secure or the enemy is suppressed, CASEVAC and recovery operations may begin.
2. CASEVAC:
  - A. The Aid & Litter team will move forward blowing their horn continuously to warn dismounts of the vehicles approach and position their vehicle on the safe side (side away from the known threat) of the vehicle with the casualty(s). The Aid & Litter team will then extract casualties and load them immediately into the aid and litter vehicle as safely and quickly as possible.
  - B. Treatment of the casualty(s) will not occur inside the threat area except for emergency treatment to prevent loss of life and then only as the Aid & Litter vehicle is departing the area.
  - C. The convoy commander must decide what other vehicles in the convoy will accompany the aid and litter vehicle (with casualties on board) to a floating rally point. As a minimum there will be one additional vehicle with a leader and SINCGARS capability.
3. Vehicle Recovery Procedures:
  - A. Recovery team will position on the safe side of the disabled vehicle in the same manner as the Aid & Litter team.
  - B. TC will dismount and assess the disabled vehicle looking for any safety reason why hasty recovery (chains or cables, not tow bars) can not be accomplished.
  - C. If it is determined the vehicle can be safely recovered, TC will guide the recovery vehicle into a position that best allows a hasty hook-up. The driver of the disabled vehicle will then mount and operate the disabled vehicle until free of the contact area. If the driver is a casualty, the TC of the recovery vehicle will operate the vehicle being towed.
  - D. Upon exiting the contact area or at the Rally Point, hook-up procedures will occur using a tow bar.

**Techniques and Procedures:**

- ✓ A CLS or Medic should not be assigned to an Aid & Litter team. Personnel assigned this task should have basic CLS knowledge/training in order to provide basic treatment at the casualty collection point.
- ✓ Personnel dismounted inside the contact zone will initially engage the enemy threat. Treatment or CASEVAC is second in priority due to the risk of more casualty(s).
- ✓ Aid & Litter team vehicle(s) should be free of extraneous equipment to permit rapid pick-up and safe transportation of casualties.
- ✓ Aid & Litter and Recovery vehicle drivers will not exit their vehicles in the contact zone. This is to ensure quick exit from the contact area.
- ✓ Hasty hook-up procedures should be established by unit leaders. Hasty recovery devices can be chains or cables already rigged on the recovery vehicle. All other vehicles must have a capability to quickly hook-up this chain or cable.

## Section 4 Convoy Battle Drills

### Drill 4 Break Contact

The Break Contact Drill is designed to establish basic procedures for withdrawing personnel and equipment from a situation where the convoy is either unable to gain fire superiority or the mission dictates immediate withdrawal. Leaders must adapt to the situation, as different actions may be required based on disposition of convoy assets on either side of the contact zone. This drill begins with the decision to withdraw.

1. Convoy leadership will identify either Rally Point “Rear” or “Forward” or if necessary, both Rally Points. Communication systems and/or appropriate pyrotechnic signals will be used to communicate/signal the decision to break contact and the designated Rally Point(s) for personnel to move to.
2. Personnel on vehicles to be abandoned will remove weapons and other sensitive items and initiate destruction based on guidance established in the convoy brief.
3. Personnel in the contact zone will assist with evacuation of all casualties as required. Personnel not required, will continue to engage the threat location in order to provide fire support for the convoy’s withdrawal. Once dismounted individuals have bounded back to safe locations, leaders must insure that all personnel are accounted for.
4. Leaders within the contact zone will direct personnel remaining to bound individually in the direction of egress maintaining covering fire to the extent possible.

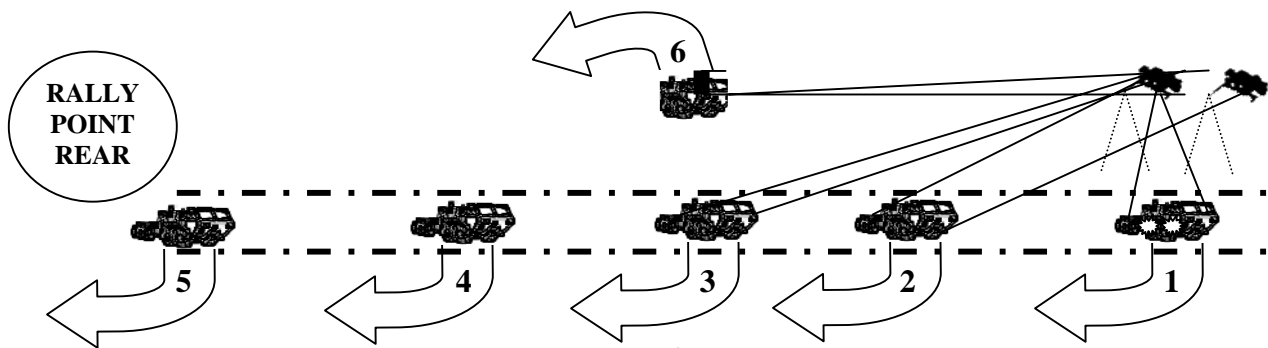
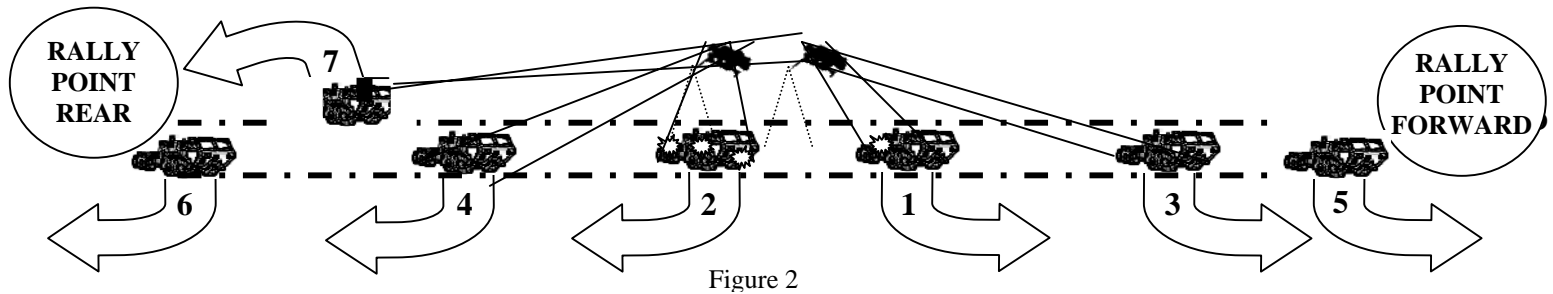


Figure 1

5. Vehicles that are functional can displace either backwards or forwards. Vehicles closest to the threat move first as demonstrated in Figure 1 or 2. Vehicles will continue to displace in this fashion until all personnel and vehicles have cleared the contact zone. As personnel and vehicles displace, it is important to reposition leaders and gun truck(s) as necessary to maintain command and control and suppressive fires in support of the breakout.



6. Upon exiting the threat/contact zone, personnel and/or vehicles will move to and occupy the designated Rally Point(s) and begin Consolidation and Reorganization.

### Techniques and Procedures

- ✓ Conservation of ammunition is important. All personnel once dismounted should be engaging with weapons in the semi-automatic mode.
- ✓ When executing the CASEVAC, it may be necessary to maneuver additional personnel from Aid and Litter Teams into the contact area to assist.
- ✓ Personnel in the contact zone are best positioned to determine the direction they break contact.
- ✓ Movement from the contact zone in vehicle(s) may not be possible if it requires turning around the vehicle while in contact. Personnel in these situations may be required to abandon their vehicle. It is essential for dismounted individuals breaking contact to move in the shortest direction to achieve a safe covered position. This may cause a round about route back to the remainder of the convoy.
- ✓ When moving in or from the contract zone, it is important to utilize all available cover and obscuration.
- ✓ Pre-determined destruction criteria and procedures should be established and provided if the vehicle / cargo is sensitive.

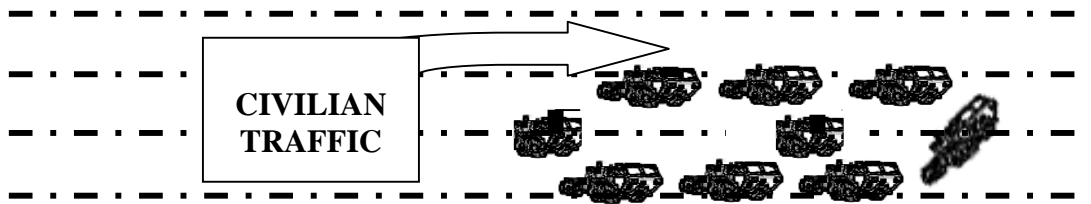
## **Section 4**

### **Convoy Battle Drills**

#### **Battle Drill 5**

#### **Occupying a Floating Rally Point(s)**

Floating rally points are established using a determined distance either forward or rear of a contact depending on the nature of the contact and disposition of vehicles. A floating rally point rather than fixed or predetermined rally points are used because contact locations are unpredictable. Once at a floating rally point, a unit will need to establish a formation that facilitates security, command and control, consolidation and reorganization activities.



1. Unless otherwise directed, Floating Rally Point “Forward” will be located approximately 2 miles in the direction of movement and Floating Rally Point “Rear” will be located 2 miles to the rear of movement or as METT-TC dictates. Whenever possible, the actual Rally Point site selected should be in an open area with maximum observation in all directions and should not be located near built up areas.
2. Occupation of the Rally Point will occur using the “Box Formation”. If possible, the shoulder of the road will be used if conditions are appropriate and safe for all vehicles. If unable to pull off the roadway, vehicles will establish the formation to the right side of the roadway to allow civilian vehicles to move around the convoy’s left side. Occupation will begin with the first vehicle positioning his / her vehicle in a manner that blocks direct entry into the front center of the formation. All additional vehicles will alternate right and left in order to establish the rest of the box as pictured in Figure 1. The convoy commander and/or command and control vehicle(s) will be positioned inside the center / safe area. The rear of the box will be blocked in the same manner as the front.
3. Gun Truck(s), while primarily responsible for maintaining support by fire positions, are also part of the consolidation and reorganization. Gun Truck(s) will normally occupy the 12 and 6 o’clock position in the convoy box formation. If the rally point is in the restricted terrain, gun trucks may be positioned to cover space or even patrol around the convoy box.
4. Drivers and passengers dismount towards the inside of the box and establish perimeter security. Leaders must insure that 360-degree security is established and maintained.

5. Casualty Treatment / Evacuation:

- A. Casualty treatment will begin upon occupying the rally point. Vehicles with casualties on board will have four way flashers turned on. The aid and litter team will remove the casualty from the vehicle and immediately begin buddy-aid until relieved by a Combat Life-Saver (CLS).
- B. CLS's will scan vehicles in search of casualties (four-way flashers). Upon encountering a casualty, the CLS will evaluate buddy-aid and if adequate, continue his search.
- C. Aid & Litter Teams secure and transport casualties using litters, fully assembled cots, body bags, or other improvised litter to the Casualty Collection Point (CCP) designated by convoy leadership. The CCP is typically located in the center of the formation behind the convoy commander's vehicle. After movement of casualties, Aid & Litter Teams will assist the CLS with treatment and preparation for movement / evacuation. Aid & Litter Teams are also responsible for securing weapons and other sensitive items belonging to seriously wounded casualties.
- D. Convoy commander will direct initiation of the MEDEVAC request based on situation and casualty status. The convoy commander's driver will submit the actual MEDEVAC request using the approved 9-line report provided in the reports section.

6. LZ Procedures:

- A. Helicopters land and take off into the wind. The LZ selected should not require the helicopter to land or take off over the convoy.
- B. The LZ is secured with a gun truck or similar vehicle equipped with an automatic weapon. The gun truck moves to a location away from the flight path of the landing helicopter, but in a good fire support position to provide early warning of approaching enemy elements. The LZ area is cleared of anything that may be sucked into the aircraft engine or is hazardous in any way.
- C. When the aircraft notifies the convoy they're in-bound, a member of the gun truck crew deploys a smoke grenade to indicate wind direction. The grenade should be dropped on the down-wind side of the LZ so as not to obscure it.
- D. Casualty is positioned on the down-wind edge of the LZ and sheltered from the rotor wash. Once the aircraft has set-down the helicopter crew chief will signal the aid and litter team when to approach the aircraft. The aid and litter team approaches the aircraft from the flank staying well clear of the tail rotor. Once loaded they should retrace their steps away from the aircraft and return to their normal duties.

7. Consolidation and Reorganization begin when the rally point/location has been secured. These procedures can be accomplished concurrently with treating and evacuating casualties.

8. Personnel will report their ammunition status to first line leaders. Ammunition report will be based on how many full magazines are available. Subordinate leaders will immediately redistribute ammunition at their level and report to the next leader.

9. Drivers will inspect vehicles and cargo for damage. Concurrently recovery teams will conduct proper hook-up procedures and prepare damaged vehicles for safe operation. Subordinate leaders will conduct weapon, communication, and sensitive item inspections and ready personnel for onward movement.

10. Convoy Commander will submit a final SITREP to higher.

**Techniques and Procedures:**

- ✓ Gun Truck crews will not dismount at a rally point unless required for casualties. These vehicles must be manned and ready to reposition at all times.
- ✓ Interval between vehicles should be enough that vehicle(s) can pull out of the formation, however be tight enough to prevent threat vehicles from having a high-speed avenue into the safe area.
- ✓ The box formation allows leadership and individuals to speed consolidation and reorganization activities as well as provide a safe and secure area. Herringbone and column formations fail to provide these basic requirements.
- ✓ Dismounted personnel positioning should be inside the safe area using vehicle(s) as cover. Locations between the rear and front of vehicles provide no protection/cover and are also considered an unsafe area if vehicle(s) are still in gear or should happen to roll forward.
- ✓ Personnel should stay inside the box unless directed otherwise.
- ✓ All measures should be taken to prevent civilian vehicles from becoming blocked by a convoy's Rally Point formation, as this will cause additional problems with crowd control issues. Personnel in the rear of the box should be prepared to direct people around the convoy.
- ✓ Drivers of command and control vehicles should remain mounted to monitor the radios..
- ✓ It is possible that the initial vehicles entry into the floating rally point will be a leader vehicle accompanied by the aid and litter vehicle. As the remainder of the convoy approaches, they will establish the box around these vehicles.
- ✓ Rally point procedures should be completed as rapidly as possible because of the proximity of the enemy threat.

## **Section 4**

### **Convoy Battle Drills**

#### **Battle Drill 6**

#### **Improvised Explosive Device (IED) / Unexploded Ordnance (UXO)**

#### **(CJTF-7 OIF Smart Card, 22 NOV 03)**

IEDs and UXOs are currently the greatest threat to Coalition Forces in theater. Threat forces have turned to the employment of IEDs as the preferred method of attack as this provides the threat a standoff capability to initiate an attack and then quickly escape the area. Some of these attacks include the use of direct fire weapons immediately following or prior to the detonation of an IED. Training should be scheduled frequently to update all personnel on the current IED threat. The intent of this drill is to safeguard the unit or element while securing the IED site. UXOs should be treated the same as an IED. All personnel in a convoy must be alert for camouflaged IEDs in their sector of scan.

**Step 1. Clear** The first vehicle to identify an IED should turn on the appropriate turn signal indicating contact. The nearest vehicle with a radio must transmit the location of the IED using vehicle interval call sign and distance/direction of the threat (This is vehicle #4, possible IED, 3 o'clock 50 meters). All leaders must take immediate action to halt or reposition vehicles a minimum of 300 meters away from the IED site. Detonation may be imminent if located prior to being activated. Be alert for the possibility that all IEDs have not been located.

**Step 2. Cordon** Secure the area to prevent unauthorized personnel entrance (300 meters from a small device / 1000 meters for a van-size Device / 2000 meters for a truck-size device).

**Step 3. Control** Maintain visual (binoculars/scopes) observation on the IED to ensure no tampering occurs.

**Step 4. Contact** Immediately contact supporting EOD unit to respond using the IED / UXO Report.

Leadership should also take all necessary actions to report on the Sheriff / MP frequency in order to provide other convoys in the area with the information.

#### **Enemy Trends / Techniques and Procedures**

- ✓ IEDs are most often designed to be command detonated by either a hardwired system (speaker wire) or a remote controlled system (car alarms / cell phone / garage door opener).
- ✓ IEDs are normally designed using mortar rounds, artillery projectiles and other explosive-filled ordnance. These typically already have a method to produce fragmentation.
- ✓ Locations for the enemy to command detonated are often within line of sight.
- ✓ IED camouflaging typically has been with items that resemble the garbage along roadways, broken down vehicles, roadside containers or other items that appear to be normal.

- ✓ IED emplacement has been located under the paving stones either on walkways or road systems. These devices can also be buried in potholes or in the unimproved road surfaces.
- ✓ Enemy has been known to use obvious decoy devices (bait device) out in the open to slow or stop convoys in the targeted zone where the actual device is hidden or ambush is planned. Often, multiple IEDs are emplaced in one general location.
- ✓ IEDs and other devices have been deployed from overpasses. Typically these devices are either thrown by personnel, swung down or hanging from measured ropes to ensure target strike is at windshield / operator level.
- ✓ Individuals of all ages and sex have employed IEDs.
- ✓ The majority of IEDs are placed during darkness to limit the chance of the individual being seen or confronted while emplacing the device.
- ✓ IEDs are often employed during early morning hours against the first convoy passing by.
- ✓ Maintain a standoff distance of at least 300 meters from suspected IEDs / UXOs as communication devices may cause detonation or enemy personnel may have the ability to remotely command detonate.

## IED Photographs







## **Section 4**

### **Convoy Battle Drills**

#### **Reports**

##### **MEDEVAC Request** **(CJTF-7 OIF Smart Card – 22 NOV 03)**

- Line 1:** 6-digit UTM grid location of pick-up site.
- Line 2:** Radio frequency, call sign and suffix of requesting personnel.
- Line 3:** Number of patients by precedence: Urgent, Priority, and Routine. Urgent – loss of life or limb within 2 hours. Urgent – loss of life or limb with 4 hours. Routine – evacuation within 24 hours.
- Line 4:** Special equipment required. As applicable, express either none, hoist, or stokes litter (basket).
- Line 5:** # of patients by type. (Litter / Ambulatory).
- Line 6:** Security of pick-up site. (What possible / known threat is in the area).
- Line 7:** Method of marking pick-up site. (near / far recognition devices).
- Line 8:** Patient nationality and status (Coalition Military, US Contractor, non-US Contractor, EPW)
- Line 9:** NBC Contamination.

##### **IED / UXO Report** **(CJTF-7 OIF Smart Card – 22 NOV 03)**

- Line 1:** Date – Time Group (DTG) – DTG device / item was discovered.
- Line 2:** Reporting Activity – Unit and location (grid of device/item).
- Line 3:** Contact Method – Radio frequency, call sign, point of contact (POC) and telephone number.
- Line 4:** Type of Ordnance – Dropped, projected, placed, or thrown. If known, give the size of the hazard area and number of devices / items located. Without touching, disturbing, or approaching (tripwire / command detonated) the item, include details about size shape, color and condition (intact or leaking).
- Line 5:** NBC Contamination – If present, be as specific as possible.
- Line 6:** Resources Threatened – Report threatened personnel, equipment, facilities or assets.
- Line 7:** Impact on Mission – Provide short description of you tactical situation and how the presence of the device / item affects your status.
- Line 8:** Protective Measures – Describe any measures taken to protect personnel and equipment
- Line 9:** Recommended Priority – Recommend a priority for EOD response.

##### **SPOT / SALUTE Report** **(CJTF-7 OIF Smart Card – 22 NOV 03)**

<b>Size</b>	What is the size of the element?
<b>Activity</b>	What are they doing?
<b>Location</b>	Grid coordinates of element?
<b>Unit / Uniform</b>	What unit / element is it? Or describe the element involved.
<b>Time</b>	Date / Time Group of Observation.
<b>Equipment</b>	What equipment do they possess.

\* Provide any other information that may be beneficial for the development of the situation.

## Appendix A

### Convoy Warning Order Format

**1. SITUATION:** *General overview of enemy and friendly situation in the area of operation (AO). Friendly units are those that might provide direct support to the convoy along its route.*

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**2. MISSION:** *The mission statement is a clear, concise statement of the mission to be achieved. The mission statement will state WHO, WHAT (the task), WHEN (SP time), WHERE (usually a designation with a route(s)), and WHY (the purpose). An example of a restated mission statement is: 1<sup>st</sup> Platoon moves Class III & V 210800C Dec 03 from Navistar to Scania on MSR Tampa in order to resupply 3BCT, 1<sup>st</sup> Armored Division.*

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**3. TASK ORGANIZATION:** *This is a critical component of a good WARNO. It is the initial convoy manifest (see Appendix B for considerations for convoy organization and order of movement and manifest format).*

**4. Initial Time Schedule:** *Explanation and Format following the Convoy Warning Order Format.*

**5. Special Instructions:** *Guidance concerning PCCs, PCIs, rehearsals and / or additional tasks to be accomplished.*

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**6. Service & Support:** *Much of this information should be determined by a unit's standard operating procedures (SOPs). This section can be used for changes or additional information.*

**Class I:** *(Rations & Water)*

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**Class III:** *(POL)*

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**Class V:** *(Ammunition / Pyrotechnics)*

Weapon System	Rounds	Type

Pyrotechnic Device	Number	Location

**Class VIII:** *(Medical / CLS / Supplies)*

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**7. Uniform and equipment common to all:**

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## Appendix B

### Convoy Manifest

<b>CONVOY MANIFEST</b> <b><u>BT 316</u></b> <small>(CONVOY NUMBER IF ASSIGNED)</small>					
<b>UNIT: <u>2<sup>nd</sup> PLT / 312<sup>th</sup> PA Co</u></b> <b>CONVOY CDR: <u>SFC JONNY MUMFORD</u></b>			<b>DATE: <u>04 JAN 2004</u></b> <b>PAGE <u>1</u> of <u>1</u></b>		
ORDER OF MARCH / INTERNAL CALLSIGN	BUMPER NUMBER	CONVOY PERSONNEL RANK / (Last Name, First Name)	ASSIGNED TASKS	KEY WEAPONS	COMMUNICATION SYSTEMS
TRUCK - 1	H4	SPC Hogdon, Don	Lead Gun Truck	M16	SINGGAR
		PVT Lawrence, Gary		M249	Hand Held
		SPC Elswick, Gary		M16	
TRUCK - 2	HQ 35	SGT Anthony, Steve	Lead Vehicle CDR	M16	SINGGAR / MTS
		SPC Beard, Kim		M16	HANDHELD
TRUCK - 3	HQ 14	SPC Acton, Curtis		M16	Hand Held
		PVT Cook, Bridget		M249	

[illegible]

## Convoy Time Schedule

[illegible]

## Appendix D

### Pre-Combat Checks and Pre-Combat Inspections

**Pre-Combat Checks (PCCs).** PCCs are procedures for all individuals assigned to a convoy to determine if equipment required for a mission is available and serviceable. PCCs are effective only if they are organized and conducted using an up-to-date checklist. This section provides suggested checklists for leaders, specialty teams and individuals. Each unit should use these example checklists as a guideline. The type of unit, equipment, operational area and mission will dictate additions, substitutions and deletions. Follow through is essential, missing or unserviceable equipment must be rapidly reported, repaired or exchanged. These checks should be scheduled soon after the warning order is issued at a time where individuals are released from other duties.

**Pre-Combat Inspections (PCIs).** PCIs are the series of inspections scheduled early in the preparation sequence to insure that all PCCs have been performed properly and that all vehicles, weapons, communications, special and individual equipment are available and functional. These PCIs are most effective when organized and conducted to exacting standards by first line supervisors with systematic spot checks made by the senior convoy leadership.

#### Individual Checklist

Item	Inspection	Remarks
___ Weapon	Cleaned, Function Check, Lubricated	_____
___ Magazines / Ammunition	Cleaned, Serviceable, Tracer Mix Correct	_____
___ Kevlar	Serviceable, NVG Ready	_____
___ Fragment Vest / Body Armor	Cleaned, Serviceable, Plates Installed	_____
___ Notebook / Writing Device		_____
___ Eye Protection Device	Cleaned, Serviceable, Worn per SOP	_____
___ LBE / LBV	Cleaned, Serviceable, Configured per SOP	_____
___ First Aid Pouch	Equipped with 2 First Aid Dressings	_____
___ Military / Required IDs	Worn / Stored per SOP	_____
___ Flashlight	Tested, extra bulb	_____
___ ID Tags (Dog Tags)	Worn per SOP	_____
___ Driver Licenses (Required)	Current, Stored per SOP	_____
___ NVGs w/ batteries	Cleaned, Serviceable, Configured per SOP	_____
___ OVM / Vehicle Keys	Serviceable, Checked, Stored per SOP	_____
___ Sleeping Bag / Roll	Serviceable, Stored per SOP	_____
___ sets of DCUs complete	Cleaned, Serviceable, Stored per SOP	_____
___ Brown T-shirts	Cleaned, Serviceable, Stored per SOP	_____
___ Under Garments	Cleaned, Serviceable, Stored per SOP	_____
___ Socks (pair)	Cleaned, Serviceable, Stored per SOP	_____
___ Towel & Wash Cloth	Cleaned, Serviceable, Stored per SOP	_____
___ Personal Hygiene Kit	Inventory, Stored per SOP	_____
___ JLIST / NBC Complete	Cleaned, Serviceable, Stored per SOP	_____
___ Wet Weather Gear	Cleaned, Serviceable, Stored per SOP	_____
___ Weapon Cleaning Kit / Lube	Serviceable, Stored per SOP	_____
___ MREs	Stored per SOP	_____
___ Gortex Complete	Cleaned, Serviceable, Stored per SOP	_____
___ Polypro Complete	Cleaned, Serviceable, Stored per SOP	_____
___ Work / Cold Weather Gloves	Cleaned, Serviceable, Stored per SOP	_____
___ Combat Life Saver Bag	Inventory, Stored per Unit SOP	_____
___ Binoculars	Cleaned, Serviceable	_____
___ Litter (Body Bags / Cots)	1 per 10 personnel, Cots fully set-up & stored	_____

## Vehicle / Operator Checklist

Item	Inspection	Remarks
Form 5988E (Before PMCS)	Are there any issues?	
Vehicle Dispatch	Expiration Date?	
Fuel / Fluids	Topped Off / Any that were unusually low?	
Additional POL products	Inventory, Stored per SOP	
BII (Basic Issue Items)	Inventory, Serviceable, Stored per SOP	
Fire Extinguisher	Correct Model / Size, Serviceable	
Tow Bar	Serviceable, Stored per SOP	
Pyrotechnics	Cleaned, Serviceable, Stored per SOP	
Road Guard Vest / Belt	Cleaned, Serviceable, Stored per SOP	
Vehicle Flashlight	Tested, extra bulb	
MEDEVAC Format	Updated, Stored per SOP	
Convoy Strip Map(s)	Current Mission, Stored per SOP	
Convoy Execution Matrix(s)	Current Mission, Stored per SOP	
Vehicle Window(s) / Mirror(s)	Cleaned, Serviceable	
Cargo Strap(s) / Load(s)	Serviceable, Secure, Stored per SOP	
Warning Triangles	Cleaned, Serviceable, Stored per SOP	
Litter(s) / Body Bag(s)	Cleaned, Serviceable, Stored per SOP	
Hasty Recover System(s)	Cleaned, Serviceable, Stored per SOP	
Case I.V. Solution	Expiration Date?, Stored per SOP	
Ammunition	Cleaned, Serviceable, Stored per SOP	
Communication	Cleaned, Check(s), Correct Frequency	
___ MRE Case	Serviceable, Stored per SOP	
___ Water Case	Serviceable, Stored per SOP	
___		
___		
___		
___		
___		
___		

## Landing Zone Kit (stored in each key leader vehicle)

Item	Inspection	Remarks
2 – Smokes	Cleaned, Serviceable, Stored per SOP	Day Far Recognition Marker
1 – VS-17 Panel	Cleaned, Serviceable, Stored per SOP	Day Near Recognition Marker
2 – Star Clusters	Cleaned, Serviceable, Stored per SOP	Night Far Recognition Marker
Swinging Chem-light Set-Up	Cleaned, Serviceable, Stored per SOP	Night Near Recognition Marker
Gloves	Cleaned, Serviceable, Stored per SOP	Each team member
Goggles	Cleaned, Serviceable, Stored per SOP	Each team member
___		
___		
___		
___		
___		
___		

## Leader Checklist

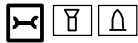
Item	Inspection	Remarks
Binoculars	Cleaned, Serviceable	
GPS / MTS / FBCB2	Cleaned, Serviceable, Checked	
Convoy Brief		
Strip Map / Execution Matrix	Additional Copies	
Leaderbook / Writing Device		
Mission Coordination Checklist	Updated, All Phases of Mission	
Map (Area of Operation)	Current Graphics (Units / Intel)	
Units / Frequencies	Updated, All Phases of Mission	
Current Intelligence Brief	Updated – Focus First Phase of Mission	
Risk Management	Reviewed / Approved by Higher	
SOI / ANCD	Current / Checked	

## **Appendix E**

### **Strip Map**

A strip map is a valuable tool for all personnel in a convoy. It provides an easily used navigational aid, route control and battle tracking information (Note: use of grid coordinates and Kilometers between locations), operational and logistical support points, major terrain features, key built up areas, highway infrastructure, danger areas and enemy “hot spots”. Although a strip map maybe generated at a higher command level, companies should improve these products with information obtained locally to maximize their utility. Strip maps should be continuously updated based on reconnaissance and debriefing of unit convoys. This is particularly important for depicting current enemy intelligence along the route. It is a company level responsibility to reproduce these strip maps and insure that one is issued to each vehicle in a convoy.

QRF(Freq 77000)



FOB  
STRIKE

RON



(AB 012944)  
51.7 km

Overpass  
42.2 km



Village  
38.2 km

HWY 39

33.6 km

Road Repair  
(Slow Go)

30.4 km

MEDEVAC  
FREQ 65500



Bridge  
(AB 172776)  
25.5 km

River

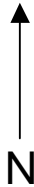


Village  
18.1 km

Restrictive Terrain

Overpass  
10.6 km

HWY 21



RON

FOB  
RAY

QRF (Freq 54200)



CAB 123456  
0 km

Convoy Stripmap

Unit \_\_\_\_\_

Operated \_\_\_\_\_

(Date)

## Appendix F

### Convoy Brief

Movement Order No. \_\_\_\_\_

References:     A. \_\_\_\_\_ (*Maps, tables and relevant documents*)  
                  B. \_\_\_\_\_

**TASK ORGANIZATION:** (Internal organization for convoy – Manifest)

#### 1. SITUATION:

##### a. Enemy Forces:

(1) Weather. General forecast.

(2) Light Data (EENT, % Illumination, MR, MS, BMNT)

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---

---

(3) Discuss Enemy.

(a) Identification of enemy (If known).

(b) Composition / capabilities / strength / equipment

(c) Location (Hot Spots highlighted on map)

---

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---

##### b. Friendly Forces:

(1) Operational support provided by higher headquarters.

(a) Helicopter / Gunships

(b) Quick Reaction Forces (QRFs)

(c) MP Escorts / Rat Patrols

(d) Fire Support elements

Element	Location	Frequency / Call Sign

**c. Attachments:** (Elements assigned to the convoy from outside the organization)

---



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**2. MISSION: (WHO, WHAT, WHEN, WHERE, & WHY)**

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**3. EXECUTION:**

**a. Concept of Movement:** This paragraph describes, in general terms, the big picture from start to finish.

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**b. Tasks to subordinate units (Manifest):** Includes attached or OPCON elements.

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**d. Coordinating Instructions:** (Instructions for ALL units)

(1) Order of March (Spacing of serials / location of support elements).

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(2) Routes. (Strip map displayed separately, includes SP, load points, checkpoints, rally points, refuel points, mandatory halts, RONS, traffic control points. Mileage to each should be indicated.)

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(3) Additional movement issues. (Speed, intervals, lane, parking, accidents, ect.)

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---

---

(4) Uniform

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---

---

(5) Actions at danger / hazard areas (SOPs or battle drills to be rehearsed)

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(6) Rules of Engagement

**4. SERVICE SUPPORT:** This paragraph provides the critical logistical information required to sustain the convoy during the operation. Also included are combat service support instructions and arrangements that support the operation.

**a. Ration / Water Plan:**

---

---

---

**b. Ammunition** (Individual / Combat Loads / Tracer Mix)

---

---

---

---

**c. Medical** (Internal treatment / evacuation procedures other than SOP and external procedures / support)

---

---

---

**d. Petroleum, Oil and Lubricants** (Internal and external)

---

---

---

**d. Maintenance / Recovery** (Internal and external)

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---

---

**e. Remain Over Night (RON) Facilities:**

---

---

---

**5. COMMAND AND SIGNAL:** This paragraph states where command and control nodes and key leader will be located during the operation.

**a. Commander(s) / Positioning** (Manifest):

---

---

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**b. Communications** (Call Signs (external traffic) & Frequencies):

**c. Signals:** (Primary / Alternate other than SOP, standard visual (Hand and Arm) signals are illustrated in Appendix G)

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**d. Reports** (Internal and to Higher):

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6. **SAFETY / RISK MANAGEMENT** (*Emphasize key risks / control measures*)

7. **REVIEW TIMELINE** (*Displayed separately*)

8. **GIVE TIME HACK**

9. **ASK FOR QUESTIONS**

10. **KEY LEADER CONFIRMATION OR BACKBRIEFS**

11. **FRAGOs FOR LONG HAUL ROUTES** (It is not feasible to cover in detail all of the information required to support long haul convoys that involve hundreds of kilometers and RON halts in a single convoy brief. Therefore, it is essential that each leg of an extended convoy be preceded by a FRAGO that would include, as a minimum, a separate strip map, specific intelligence for that portion of the route and updated information concerning the support units such as MPs or QRF locations / communications).

## Appendix G

### Visual (Hand and Arm) Signals

1. Effective convoy operations depend on clear and rapid communications between all elements. When FM communications are not available or vocal commands are ineffective due to excessive noise, a system of visual communication is an alternate means for transmitting orders and directives. The purpose of this Appendix is to standardize the use of visual signals during the conduct of convoy operations. Visual signals are any means of communication that require sight and can be used to transmit prearranged messages over short distances. Visual signals do, however, have certain limitations. They may not be effective in periods of limited visibility unless chem-lights or flashlights are used. Additionally, they may be misunderstood if not executed properly and rehearsed with everyone in the convoy. There are six basic hand and arm signals that can be used as a primary or alternate means of communication during convoy operations. The effectiveness of hand and arm signals will increase by combining voice commands with visual signals.

- **MOUNT.** Extend one arm up and to the side. Make two or three arm movements up and down with palms facing forward.



- **DISMOUNT.** Extend the arms. Make two or three movements up and down with hands open towards the ground.



- **JOIN ME, FOLLOW ME or COME FORWARD.** Point toward person(s) or units(s). Beckon by holding the arm horizontally to the front, palm up, and motioning toward your body.



- **ASSEMBLE or RALLY.** Raise the arm vertically overhead, palm to the front, and wave in large, horizontal circles. This signal is normally followed by the signaler pointing to the assembly or rally site.



- **MOVE FORWARD (CASEVAC).** This is a two-part signal. First, raise both arms and cross wrists above the head, palms to the front. Second, move the hands and forearms backward and forward, palms toward the chest.



- **MOVE FORWARD (RECOVERY).** This is a two-part signal. First, extend the arm and fist toward the operator, thumb pointing up. Second, move the hands and forearms backward and forward, palms toward the chest.



## Appendix H

### Law of War / CFLCC Rules for use of Force

#### Law of War:

The following LOW guidance has been extracted from the 1<sup>st</sup> Armored Division regulations for operations in the Baghdad sector of Iraq. It is provided as a guide.

**Task:** To understand the Law of War, and its application to Coalition Force actions.

**Conditions:** Classroom instruction to be applied in all Coalition Force operations.

**Standards:** Conduct all operations within requirements of domestic and international law.

#### Purpose.

- Ensure that all 1<sup>st</sup> Armored Division personnel know Law of War.
- Ensure that all 1<sup>st</sup> Armored Division operations comply with the Law of War.
- Be able to distinguish between Law of War and Rules of Engagement.

#### Law of War. Sources of the Law of War

- The Hague Conventions
- The Geneva Conventions
- The Geneva Protocols
- Weapon Treaties

#### Law of War vs. Rules of Engagement:

- **Law of War.** General legal obligations or requirements for all military operations worldwide.
- **Rules of Engagement.** Mission specific orders that ensure compliance with Law of War and provides a framework for achieving national policy goals.

#### Why Comply with Law of War?

- Compliance may end conflict faster
- Violations will decrease public support
- Encourages enemy to comply
- Reduces waste and costs of rebuilding
- Required by the Law

#### Lawful Combatants

- Engage in hostilities as party to conflict
- Wear uniform, under command, armed
- Lawful targets unless “out of combat” (sick, wounded, surrendering, prisoners)
- Receive protections of Law of War
- UNLAWFUL combatants can be treated as criminals (spies, civilian fighting)

**Non-Combatants**

- Civilians
- Prisoners
- Wounded and Sick
- Medical Personnel
- Chaplains
- Journalists

**General Principles of Law of War**

- Military Necessity
- Valid military objectives which by their nature, location, purpose or use make an effective contribution to a military action.
- Destruction, capture or neutralization of the military objective must offer a direct military advantage to Coalition Forces.
- Humanity
- No unnecessary injury to people
- No unnecessary damage to property
- Proportionality
- Incidental loss of life and damage to property (collateral damage) must not be excessive in relation to the direct military advantage expected to be gained.
- Discrimination
- Distinguish between hostile actors and innocent civilians
- Distinguish between valid objectives and protected people and protected places

**Forbidden Tactics**

- Pretend to surrender or conceal attack
- Wear the Red Cross or Crescent when not performing medical duties
- Cause destruction beyond that required
- Fight in enemy uniform / civilian clothes

**Protected Places**

- Private Property
- Hospitals
- Mosques / Churches
- Schools
- Museums
- Monuments / Historical Sites
- Charities
- Avoid damage to these places unless they are being used for unauthorized purposes!

**Prevent and Report Violations**

- Avoid committing a Law of War violation
- Prevent all Law of War violations
- Report Law of War violations to Headquarters
- Law of War violations may result in criminal punishment

## CFLCC Rules For Use Of Force

### **NOTHING IN THESE RULES LIMITS YOUR INHERENT AUTHORITY AND OBLIGATION TO TAKE ALL NECESSARY AND APPROPRIATE ACTION TO DEFEND YOURSELF, YOUR UNIT, AND OTHER US FORCES**

1. **HOSTILE FORCES:** NO forces have been declared hostile.
2. **HOSTILE ACTORS:** You may engage persons who commit hostile acts or show hostile intent with the minimum force necessary to counter the hostile act or demonstrated hostile intent and to protect US Forces.

Hostile Act: An attack or other use of force against US Forces or a use of force that directly precludes / impedes the mission/duties of US Forces.

Hostile Intent: The threat of imminent use of force against US Forces or the threat of force to preclude / impede the mission / duties of US Forces.

3. You may use force, up to and including deadly force, against hostile actors:
  - a. In self defense;
  - b. In defense of your unit, or other US Forces;
  - c. To prevent the theft, damage, or destruction of firearms, ammunition, explosives, or property designated by your Commander as vital to national security. (Protect other property with less than deadly force.)
4. **ESCALATION OF FORCE:** When possible, use the following degrees of force against hostile actors:
  - a. SHOUT; verbal warnings to Halt or “QIF” (pronounced “COUGH”).
  - b. SHOVE; physically restrain, block access, or detain.
  - c. SHOW; your weapon and demonstrate intent to use it.
  - d. SHOOT; to remove the threat of death/serious bodily injury or to protect designated property.

#### **IF YOU MUST FIRE:**

1. Fire only aimed shots. **NO WARNING SHOTS.**
  2. Fire no more rounds than necessary.
  3. Fire with due regard for the safety of innocent bystanders.
  4. Take reasonable efforts not to destroy property.
  5. Stop firing as soon as the situation permits.
5. **CROWDS:** Control civilian crowds, mobs, or rioters interfering with US Forces with the minimum necessary force. When circumstances permit, attempt the following steps to control crowds:
    - a. Repeated warnings to HALT or “QIF” (pronounced “COUGH”).
    - b. Show of force, including riot control formation.
    - c. Blocking of access, or other reasonable use of force necessary under the circumstances and proportional to the threat.

6. **DETAINEEES:** You may stop, detain, search, and disarm persons as required to protect US Forces. Detainees will be turned over to the Military Police or Iraqi Police ASAP.

7. Treat all persons with respect and dignity.

**UNCLASSIFIED as of 011800Z NOV 03**

## **ROE VIGNETTES:**

### **SITUATION 1**

You and your squad are providing route security. You see a boy with an AK-47 standing beside the road. The boy is aiming the rifle directly at you. What will the ROE allow you to do?

### **RESPONSE 1**

Shoot to kill the boy with aimed shots. He is a legitimate military target since he has committed a hostile act that places you in immediate danger. You may use necessary force, to include deadly force, in self-defense. Report to HQ.

### **SITUATION 2**

You are the gunner in the lead vehicle of a convoy security escort. About 100m ahead, you see what appears to be an Improvised Explosive Device (IED) in the road. A man with a wire in his hand runs quickly toward the bushes. What will the ROE allow you to do?

### **RESPONSE 2**

Shoot to kill. The man has displayed hostile intent through an immediate threat likely to result in death or serious bodily injury to others. Move the convoy out of the kill zone. Record details about the incident, including the IED's location, and report to HQ.

### **SITUATION 3**

After your HMWVV passes under a pedestrian overpass, you see a man throw a grenade at the HMWVV behind you. The man takes off running. It appears he is heading toward a nearby neighborhood. What will the ROE allow you to do?

### **RESPONSE 3**

Shoot to kill. The man has committed a hostile act. Deadly force is authorized to protect yourself and other soldiers. Fire aimed shots, and only the amount of rounds necessary to remove the threat. Avoid collateral damage to the nearby neighborhood. Report to HQ.

### **SITUATION 4**

You are traveling in a convoy when an RPG hits the lead vehicle. About 100m away, you see a man running for cover. He is carrying what appears to be an RPG launcher. What will the ROE allow you to do?

#### **RESPONSE 4**

Shoot to kill. The man has committed a hostile act. Necessary force, including deadly force, is authorized to remove an immediate threat of death or serious bodily injury. Move the convoy out of the kill. Render first aid as necessary. Report to HQ.

#### **SITUATION 5**

You and your squad are escorting a convoy of humanitarian aid when you see a suspicious vehicle on the west side of the road. As you approach the vehicle, you see two males throw two AK-47s into the vehicle's trunk and drive away. What will the ROE allow you to do?

#### **RESPONSE 5**

Do not fire. Although the ROE would allow you to use non-lethal force to detain the men, you should not abandon your primary mission to provide convoy security. Record details about the incident and report to HQ.

#### **SITUATION 6**

Your squad is providing security for halted vehicles of a convoy at a rally point. A vehicle stops about 50m away. Two young men rush toward the convoy formation; one has an AK-47 pointed at the convoy. It appears the men are trying to take the supplies. What will the ROE allow you to do?

#### **RESPONSE 6**

The men have shown hostile intent by threatening immediate use of a weapon against the workers. You may use necessary and proportional force, including deadly force, to remove the threat. Avoid collateral damage to innocent civilians and property. Report to HQ.

#### **SITUATION 7**

You and your squad are escorting a convoy down a crowded street. You see a person throwing rocks at the vehicle in front of you. The gunner is hit by a rock. What will the ROE allow you to do?

#### **RESPONSE 7**

Do not use deadly force since it is disproportionate to the threat (rocks). If the convoy is moving, direct the gunner down into the vehicle and drive quickly out of the area. However, if the convoy is stationary, pull security and attempt to detain the individual using non-deadly force.

#### **SITUATION 8**

You are a TC. As your HMMWV travels up the MSR, you see a man with an RPG slung over his shoulder. What will the ROE allow you to do?

#### **RESPONSE 8**

You should initially train your weapon on the man and shout, "Stop!" ("Kiff!") Be prepared to use deadly force if the man commits a hostile act or displays hostile intent. Detain the man and seize the RPG. Report incident to HQ.

## Appendix I

### Risk Management and Safety

Convoys are combat operations in the CENTCOM AOR. The asymmetrical battlefield in the theater requires that the strictest possible force protection measures be planned and executed for any move of any distance. The challenge to prepare a convoy to react effectively and safely is a formidable challenge for many reasons:

- Convoys travel in file formation over predictable routes.
- The enemy chooses the point and timing of any attack.
- The primary threat is from IEDs which are difficult to identify from a moving vehicle.
- Shooting on the move is required from an unstabilized platform.
- Civilians and private property are always present.
- Command and Control is difficult because the decision to react and shoot is necessarily decentralized to each vehicle.

These situations constitute high tactical risks that must be mitigated. In combat the techniques that leaders and soldiers use to anticipate the threat and mass accurate fires are identical to those that will lower the potential for fratricide and limit civilian casualties or collateral damage. **Therefore the measures of risk reduction used in this training are techniques compatible with combat operations:**

- The training scenario is designed to be as realistic as possible, minimizing rules that limit engagements which would not be present in the operational AOR. This creates conditions where the situational awareness achieved in training translates directly to the operational environment. Good situational awareness leads to both effective reaction to the enemy and lower risk.
- Convoy leaders are taught and coached by experienced OCs to plan in detail and prepare carefully for every convoy:
  - Historical data concerning the threat along scheduled routes are analyzed and disseminated to every soldier with corresponding instructions for countering specific attacks.
  - PCC / PCIs are conducted early in the preparation sequence using a detailed checklist for individuals, vehicles, weapons, communications and special equipment supervised by the chain-of-command.
  - A detailed convoy brief is issued that emphasizes operational tasks, rules of engagement and measures to mitigate both administrative and tactical risk.
  - Standard drills developed from extensive operational experience are taught and practiced in rock drills and full rehearsals. The principles of planning for and conducting effective rehearsals is continuously emphasized and demonstrated.
- All instruction for soldiers is performed in a crawl, walk, run sequence overwatched by OCs and the chain-of-command. CQM is conducted to insure that all personnel are proficient in close, reactive shooting techniques. Muzzle awareness is taught and reinforced. Shooting is conducted both left and right side from stationary vehicles. Soldiers experience talk-through, walk-through, and vehicle (mounted) rehearsals of individual, crew and collective drills. They practice all tasks repeatedly until they perform them to standard prior to dry-fire and live-fire runs on the convoy lane.

Targets have been arranged realistically within engagement areas that also contain civilian buildings, vehicles and personnel. The targets are exposed in a manner that all fires fall within the planned SDADs for the engagement/ Targets are built of wood or plastic to minimize the risk of ricochet. Metal objects, such as cars and lifters, have been carefully bermed or sandbagged to further reduce the hazard and to protect the target lifters and other devices. All SDADs have been carefully checked and deconflicted with those of other ranges or training events within the training area.

Leaders will take away from this training the importance of planning, inspecting and rehearsing before each tactical convoy. The TTPs provided during the training are a sound platform on which to build a unit SOP or to modify their existing SOP. Soldiers gain confidence and competence not only in themselves and their equipment but also in the leadership and the unit as a whole. The combined effect is a unit's ability to conduct tactical convoy operations in a hostile environment with a reduction in risk of friendly fire incidents. Leaders at every level depart with the skills to conduct training, rehearsals, back-briefs and dry- or live-fire exercises on their own in order to continue mitigating risk in the operational environment.

# COMPANY COMMANDER RISK MANAGEMENT CARD

## PLANNING

Guidance	Preparation Time		
	Optimum	Adequate	Minimal
Hey You	3	4	5
FRAGO	2	3	4
OPORD	1	2	3

Score\_\_\_\_\_

## INTELLIGENCE

	Current Route Intelligence			
	>12 Hours	>24 Hours	Historical	None
Level 2	3	4	5	
Level 1	2	3	4	
Random	1	2	3	

Score\_\_\_\_\_

## COMMUNICATION

Overall Threat	Type of Systems		
	MTS / DTRAK 2-10 SINCGAR	2-10 SINCGAR	>2-10 SINCGAR
Level 2	3	4	5
Level 1	2	3	4
Random	1	2	3

Score\_\_\_\_\_

## TRAINING

Overall Threat	Current Status		
	75% CQM / CSS LFX	75% Weapon Qual	>75% Not Trained
Level 2	3	4	5
Level 1	2	3	4
Random	1	2	3

Score\_\_\_\_\_

## SOLDIER ENDURANCE

Rest in last 24 hours	Length of Operation			
	1-2 hr	3-5 hr	6-8 hr	9+ hr
>6 hours	2	3	4	5
6+ hours	1	2	3	4

Score\_\_\_\_\_

## SECURITY

	Security (WPN) Support Provided			
	External	1-8 Gun Truck	1-8 Automatic	M16 Only
Level 2	3	4	5	5
Level 1	2	3	4	5
Random	1	2	3	4

Score\_\_\_\_\_

## PERSONNEL PROTECTION

Overall Threat	Hardening / Equipment			
	S / B Hardening FRAG Vest	B Hardening FRAG Vest	FRAG Vest	None
Level 2	3	4	5	5
Level 1	2	3	4	5
Random	1	2	3	4

Score\_\_\_\_\_

## VISIBILITY

Location	Weather/Light			
	Clear/Day	Dusty/Day	Sand-storm/Day	Night
Desert/Iraq	2	3	4	5

Score\_\_\_\_\_

## SOPs / Rehearsals

Overall Threat	Preparation			
	SOP/Rehearsed Key Actions	SOPs No Rehearsals	No SOP Rehearsals	No
Level 2	3	4	5	
Level 1	2	3	4	
Random	1	2	3	

Score\_\_\_\_\_

**0-19**  
Low Risk

**20-30**  
Medium

**31-39**  
High Risk

**40+**  
Very High

**TOTAL\_\_\_\_\_**

**NOTE: IF 2 OR MORE AREAS ARE ASSIGNED RISK FACTORS OF 5 OR MORE, THE OVERALL RISK IS CONSIDERED "HIGH." ADD 3 POINTS TO THE TOTAL FOR HAZARDOUS OR SENSITIVE ITEMS CARGO.**

Company Commander Signature \_\_\_\_\_ Date\_\_\_\_\_

**This card is prepared by the Company CDR and then briefed to the Convoy Commander at receipt of Mission . The Convoy Commander will backbrief the Company Commander if any established control measures cannot be accomplished.**

# CONVOY TACTICAL RISK REDUCTION WORKSHEET

Check all that apply	Hazard	Risk Level	Control Measures	Residual Risk
		L / M / H		L / M / H
	Adverse Terrain		Drivers training, convoy brief	
	Air Attack		Convoy defense, battle drills, harden vehicles, commo	
	Ambush		Convoy defense, battle drills, harden vehicles	
	Barricades		Convoy defense, rehearsals, battle drills, breach teams	
	Blackout Drive		Drivers training, convoy brief	
	Breakdown		PMCS, PCI's, Class II, SPO's (stripmap)	
	Exhaust Fumes		Enforce no sleep rule (TC's), PMCS, PCI's	
	Cargo (HAZMAT)		Training, PCI's	
	Civilians		Commo, Convoy briefs, training	
	Cold Weather		Cold weather training, PCI's	
	Communication		Training, commo personnel, PMCS, PCI's	
	Desert Environment		Training, convoy briefs	
	Disorientation		Convoy briefs, stripmap (SOP's), training (plugers, etc)	
	Driver Inexperience		Driver placement, training	
	Enemy ATK		Rehearsals, battle drills, convoy briefs, harden vehicles	
	Fratricide		VS-17 panels, on vehicles, markings, commo	
	Halt		Rehearsals, battle drills, convoy briefs	
	Heat		Water, rest halts, convoy brief (safety)	
	Heavy Rain		PMCS, drivers training, reduce speed	
	Limited Visibility		NVG's, chemlight markings, training	
	Long hauls		Drivers training, SOP's, rest halts, convoy briefs	
	Minefield		Rehearsals, battle drills	
	Mud		Recovery training, Drivers training (all wheel drive)	
	NBC Attack		Rehearsals, PCI's, recons, commo, training (NBC teams)	
	Recovery Operations		Training (with maint, self recovery-wench, toe-bar	
	Reduced Visibility		Intervals, chemlight markings, training	
	Roll Over		Drivers training, recovery, SOP's (seatbelts, Kevlar's)	
	Sleep Deprivation		Enforce sleep plan, rest stops, work rotations	
	Sniper Fire		Battle drills, convoy briefs, training	
	Snow/Ice		reduce speed, drivers training (use of CTIS),	
	Strong Winds		Reduce speed, drivers training, convoy briefs	
	Sudden halt		Intervals, training, battle drills (SOP's)	
	Sunlight		Clean windows, sunglasses	
	Fire		Fire extinguishers, evacuation drills	

## Appendix J

### Close Quarters Marksmanship (CQM)

1. The purpose of CQM training is to ensure all leaders and soldiers are familiar with and confident in the use of their individual weapon. Close Quarters Marksmanship (CQM) has the following goals:

- A. To provide individuals with the skills necessary to accurately acquire, identify, and engage hostiles while stationary or moving.
- B. To make the individual soldier more capable and confident in their abilities and the abilities of their individual weapon system.
- C. To develop soldier confidence in their peers and leadership.
- D. To develop the “Warrior” mentality in the individual soldier.

2. CQM training is accomplished through the following blocks of instruction:

- A. Equipment. Leaders and soldiers are instructed on how their equipment should be worn. Specifically, individual equipment should be streamlined. There should be nothing on the firing side shoulder, thereby permitting a solid butt stock-to-shoulder weld when firing. Only essential equipment should be carried, thereby minimizing the individual load. The equipment carried should be placed such that the soldier is able to sit in their vehicle for extended periods of time with minimal discomfort. The mentality should be that if the individual must exit the vehicle while under fire, all essential equipment (both combat and survival/ aid) must exit with them; never assume a return trip to the vehicle will be available.
- B. Weapons handling. **All weapons are treated as loaded at all times!** Weapons must be carried in a safe manner. There is no “up and down range” in a combat zone, therefore the recommended carry posture is the low ready. The proper procedures for loading, clearing and reducing malfunctions are covered since these tasks are often improperly executed. Muzzle awareness is stressed since anything the muzzle crosses can be destroyed. The M16/ M4/ M249 is a two-handed weapon system, the firing hand placed with the trigger finger off the trigger, and the thumb resting on the selector switch. The non-firing hand remains on the forearm assembly thereby enforcing muzzle awareness.
- C. 8 Fundamentals of Marksmanship. Leaders and soldiers are given instruction on the following eight fundamentals of marksmanship and how they apply to CQM. The fundamentals have no specified order.

(1) *Stance* – stance is the most important fundamental since it affects all other aspects of CQM. The stance is achieved by placing the feet shoulder width apart, the non-firing foot slightly forward of the firing foot, toes pointed at the threat while stationary or in the direction of travel while moving, knees slightly bent and a slight forward lean at the waist.

(2) *Grip* - the weapon is gripped high on the pistol grip, the firing finger on the outside of the trigger guard, thumb on the selector lever and non-firing hand on the hand guard applying rearward pressure. The firing hand should remain as relaxed as possible to ensure a smooth trigger squeeze. Elbows stay tight to the body to minimize the individual silhouette and to provide a stable firing platform. The weapon is held in the low ready position until actually ready to engage a threat. This position is achieved by keeping the butt stock tight into the pocket of the shoulder, with the muzzle of the weapon dipped at approximately a 45-degree angle.

(3) *Breathing* - breathing effects shot placement up and down. Most targets are larger up and down therefore breathing is not as critical as trigger squeeze. However, the individuals must control their breathing during the stresses of an engagement in order to take an accurate shot.

(4) *Trigger squeeze* - trigger squeeze affects shot placement left and right. Most targets are smaller left-to-right; therefore a consistent trigger squeeze is critical. The portion of the finger used to pull the trigger is not as important as maintaining a consistent trigger squeeze. All threats are engaged with a “controlled pair.” This technique is accomplished by taking three sight pictures; one for each shot and a third to emphasize firing until the threat is eliminated.

(5) *Sight alignment* – this is the relationship of the rear sight aperture and the front sight post. There are four methods for aiming when using iron sights (see below). The rear sight aperture should be set to the large peep for faster target acquisition.

(6) *Sight picture* - this is where on the target you aim. Due to the close range of CQM, the point of impact will be lower than the point of aim. Therefore, individuals must aim slightly higher in order to achieve an incapacitating shot. The recommended point of aim for 25 meters and closer is the clavicle notch of the neck.

(7) *Recovery* - this involves the techniques applied by the individual to minimize the effects of recoil. It includes the stance as well as the grip of the weapon. The goal of recovery is to reduce muzzle climb, thereby achieving a faster second shot.

(8) *Follow through* – this begins at the end of recovery and involves the techniques applied to reacquire the threat for the second and subsequent shots. At the end of recovery the individual should be looking down their sights at the threat and squeezing the trigger for the next shot.

#### D. The four methods of aiming with iron sights.

(1) *Slow-aimed fire*- this method is utilized when accuracy is more important than speed. It involves seeking perfect sight alignment and sight picture. It is very accurate but too slow for the purposes of CQM ( $\leq 300$ ).

(2) *Rapid-aimed fire*- this method involves imperfect sight alignment and emphasis on windage not elevation for sight picture. It is slightly faster and less accurate than slow-aimed fire ( $\leq 100$ m).

(3) *Aimed-quick kill*- this method involves placing the top of the front sight post even with the top of the rear sight aperture and emphasis is placed on windage not elevation for sight picture. This method is much faster and less accurate than Slow-aimed fire ( $\leq 25\text{m}$ ).

(4) *Instinctive fire*- with this method the sights are not used, the individual looks at the target and relies on muscle memory for shot placement. This method is very fast but inaccurate ( $\leq 15\text{m}$ ). The current allocation of time and ammunition does permit the development of the muscle memory required to utilize this method of aiming, emphasis is placed on rapid-aimed fire and aimed-quick kill.

#### E. CQM practical exercise.

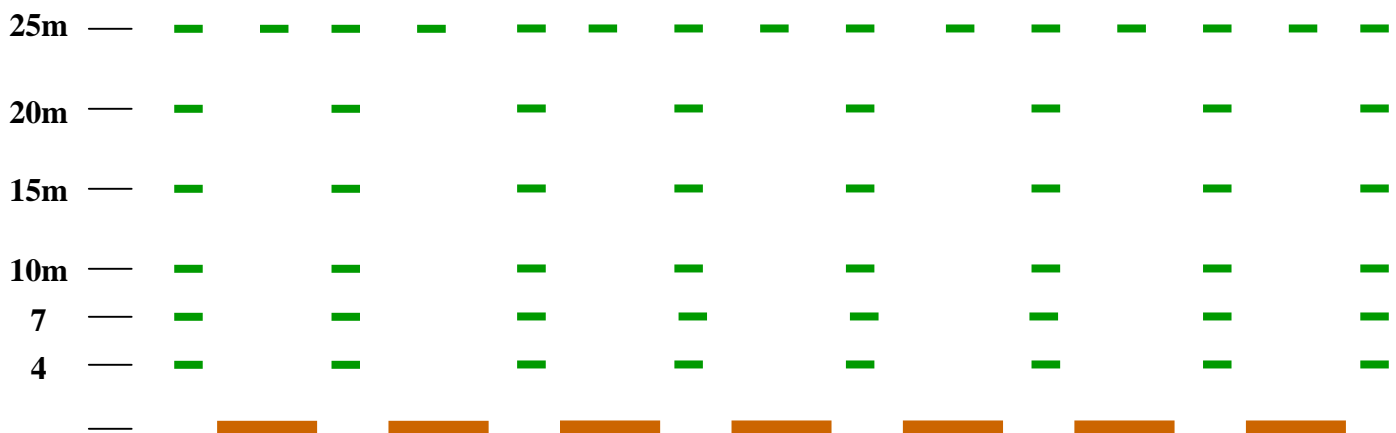
(1) *Dry Fire Exercise*- individuals are shown the various firing positions while stationary and while moving. Training is conducted on a 25 meter range, with firing lines designated at 4 meters, 7 meters, 10 meters, 15 meters, 20 meters, and 25 meters. As this is the beginning of the development of muscle memory, multiple repetitions of each movement are used until everyone shows proficiency. Three commands are used during this portion of training; *ready*, *up*, and *recover*. On the command *ready* the individuals look at and identify their target; on the command *up* the individuals face their target (if necessary), raise their weapons from the low ready to the ready position, simultaneously rotating their selector switch from safe to semi, and simulate firing a controlled pair; on the command *recover* the individuals rotate their weapons back to safe and return to the start position, lowering their weapon back to the low ready position. The following are the positions and movements: target to the front, target to the rear, target to the left, target to the right, walking away from the target (stop-turn-shoot), walking laterally to the target (left-to-right, right-to-left), walking towards the target (walk-stop-shoot), and running towards the target (run-stop-shoot). When turning to face the target is necessary, the individual will pivot on the ball of the foot closest to the threat (target).

(2) *CQM Live Fire*- individuals display their comprehension of the previous blocks of instruction by accurately engaging their target with a controlled pair. Only the available ammunition limits the number of controlled pairs for each position or movement. 60 rounds (3 controlled pairs per position) should be considered the minimum to insure complete comprehension. The following table is a suggested course of fire:

Firing Position	Distance
Target front (stationary)	4 meters
Target left (stationary)	7 meters
Target right (stationary)	10 meters
Target rear (walk-stop-turn)	Start at 4 meters, stop and turn at 7 meters
Target front (walk-stop-shoot)	Start at 7 meters, stop at 4 meters
Target front (walk-stop-shoot)	Start at 15 meters, stop at 10 meters
Target front (run-stop-shoot)	Start at 20 meters, stop at 10 meters
Target front (stationary)	25 meters
Target left (walk laterally)	Move left-to-right at 7 meter line
Target right (walk laterally)	Move right-to-left at 7 meter line

F. Crew-served Weapons Training. Soldiers and leaders must be instructed on the proper and safe procedures for using both their individual weapon and on the crew-served weapons assigned to the unit (M249, M240B, M2HB .50 cal and the MK-19). Training is given in three blocks. The first block covers clearing, disassembly, maintenance, reassembly, and functions check. The second block includes loading, firing, reducing stoppage and unloading procedures as well as reacting to fire commands while ground mounted. Finally the peculiar requirements for engaging from a vehicle are covered. All blocks of instruction are followed by a practical exercise (dry fire and live fire. The major firing tasks for the crew-served weapons will be to fire from a stationary (ground) supported position, fire from a stationary vehicle and fire from a moving vehicle. Throughout all of this instruction and firing safety will be paramount. Safe handling of weapons, manipulation of weapons safeties, reacting to fire commands and muzzle awareness will be reinforced.

G. A CQM range can be set up anywhere that offers 25 meters of clear fire and either a catch berm or line of fire into an impact area. A typical platoon lane includes seven target frames of six targets each, which allows for a platoon to fire on a lane. Sandbags are used to separate frames and to delineate distances. Training is conducted using Type-E silhouettes mounted on frames of six each. A standard M16/ M4 25 meter zero target is placed on the e-type with the top of the paper even with the “shoulders” of the e-type, and center mass. This allows confirmation of zero before CQM instruction; then the silhouette on the zero target acts as the point of aim for CQM firing. Each shooter should dry fire practice each of the moves to develop muscle memory prior to firing. Although individuals will grasp the CQM concepts at different rates, maximum time should be allotted for dry fire exercises. Sixty rounds dispersed among the ten firing positions should be considered the minimum for familiarization to CQM. Due to the short range, the shooter should see his rounds strike near the bottom of the zero target. This is rectified in the “real world” by aiming slightly higher to compensate. However, changing the point of aim during training is discouraged so that consistency can be achieved.



- Target frame (6 targets per frame, 42 firing points total)
- Sand bag

## Appendix K

### Convoy Live Fire Exercise 2– Day Program of Instruction (POI)

<b>DAY 0</b>			
<b>TIME</b>	<b>TOPIC</b>	<b>WHO</b>	<b>WHERE</b>
1700	Unit arrives at Range 7A (QT179889)	Leaders (SQD&UP	Leaders tent
1800-2100	Leaders Training -Review Convoy Battle Drills / TTPs -Refine Convoy Manifest	Soldiers	CQM Tent
1900-2000	Soldier Training -Review CQM Dry Fire Skills Unit Bivouacs	Soldiers  All	CQM Tent  Range 7
<b>DAY 1</b>			
0500-1200	CQM / Engagement from stationary vehicle	ALL	Range 7
1200-1300	Move to Range 7 & Lunch	ALL	
1300-1800	Leaders Training -Review Convoy Troop Leading Procedures / TTPs -Rehearse Convoy Battle Drills -Receive Higher OPORD Soldier Training -Review / Rehearse Convoy Battle Drills / TTPs	Leaders    Soldiers	Leader's Tent    Convoy Tents
1880-UTC	Convoy Commander Time -Conduct Troop Leading Procedures -Develop / Issue Warning Order Unit Bivouacs	All  All	Convoy Tents  Range 7
<b>DAY 2</b>			
0500-0600	Convoy Brief	All	Convoy Tents
0600-1800	Convoy Live Fire Exercise -Mounted Rehearsals -Dry run / Wet run -CASEVAC / Recovery -Rally Point -IED After Action Review	All	LFX Lane

## **Annex L**

### **Unit Requirements**

#### **Day prior to any LFX execution for your unit:**

- Task organized platoons. Convoys will not exceed a maximum of 20 vehicles for the CFLX.
- The OIC and RSO must be identified. Name, Rank and last 4 of SSN are required.
- Units will arrive at the range the night prior to firing. A guard force must be dedicated and briefed based on the range requirements. Guard vehicles must be equipped with a functional SINCGARS radio. RSO and OIC must have a dedicated vehicle with SINCGARS radio.
- The unit must provide a CLS or medic to include a vehicle with a SINCGARS radio.
- Uniform for training is DCUs (with shirt), headgear, weapon and ammunition at all times. When on any range or executing a convoy on LFX lanes, Kevlar helmet and flak-vest are required.
- A manifest (Name, Rank, SSAN, Position) of personnel conducting training will be submitted to range personnel to be verified for certification. Any person missing a portion of the training will not be certified. Anyone not attending CQM or weapons training will not participate in the CLFX.
- All convoys must have their own assigned vehicles. Convoys will not be permitted to “Hot Bed” personnel or vehicles in order to limit vehicle requirements. The same vehicles and personnel are required for each portion of planning, preparation and execution. Units need their own vehicles.
- Units will bivouac on the range to ensure full training days are available.
- Ensure that the ammunition listed below is available for CQM training and CLFX.

#### **Ammunition Requirements:**

**A059 5.56 210 rounds per weapon (recommend 4:1 ball & tracer mix).**

**A063 5.56 tracer 30 rounds per weapon**

**A064 5.56 SAW M249 300 rounds per weapon (recommend 4:1 ball & tracer mix if using magazine)**

**A557 .50 cal 120 rounds per weapon**

**A131 7.62 4:1 linked, 120 rounds per weapon**

**G930 Hand Smoke HC one grenade per iteration per serial**

**G955 HG Smoke Violet one grenade per iteration per serial**

**G955 HG Smoke Yellow one grenade per iteration per serial**

**L307 White Star Parachute one grenade per iteration per serial**

**NOTE: Units will be able to utilize the instructional tents located on the range for sleeping under the following conditions;**

- Leader's Teach tent is off limits due to instruction requirements.
- Tents may not be used for sleeping until the convoy OC determines that training is complete.
- No eating or use of any tobacco products in any of the tents.
- All tents must be vacated and restored to classroom conditions NLT 0430.
- Unit leadership is responsible for area police.
- Violations of any procedures may result in delays for the unit to clear the range.

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